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Profile: Ottawa-Hull

The political and administrative
structures of the metropolitan
region of Ottawa-Hull

Government
Publications

André Bernard
Jacques Léveillé
Guy Lord



Ministry of State

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Urban Affairs
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Affaires urbaines
Canada

[2]

The political and administrative structures of
the metropolitan region of Ottawa-Hull

Government
Publications

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Foreword

The information presented in this monograph gives as complete a description as possible of the political and administrative structures of the metropolitan region of Ottawa-Hull, ranging from the structure of local and regional governments to the composition of political and administrative agencies.

Particular importance has been placed on describing local and regional structures dealing with urban land use planning and urban transportation, as well as the relations which have been established with provincial and federal governments in these two areas. Similar information has been collected in nine other urban areas in Canada, in order to establish an inventory of their political and administrative structures.

The project's major objective has been to overcome the absence of systematic information about the government of these ten large Canadian cities. More particularly, it is a response to the need to know how our large urban centres are governed and how they participate in the complex process of planning for urban development.

The monographs will be available in all Information Canada bookstores, and will periodically be updated to ensure they contain currently correct information.

The project was carried out by a team of researchers from l'Université du Québec à Montréal, in close collaboration with the staff of the Ministry of State for Urban Affairs, and with considerable help from the organizations which were the subject of the studies. It is one element, however modest, in a laborious process of systematically collecting information about Canada's major urban areas.

André Saumier
Assistant Secretary

Abstract

The Ottawa-Hull metropolitan region is unique in Canada, comprising as it does the two different legislations of Ontario and Quebec. These differences are less noticeable at the municipal level - that is, between the Cities of Ottawa and Hull - than they are at the regional level, between Ottawa-Carleton and the Outaouais Community. For example, regional government in Ontario seems to be better organized than in Quebec, especially with regard to financial matters.

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Introduction

The following report on the Ottawa-Hull area is a draft version of one of ten such reports on the political and administrative structures of the ten largest urban centres in Canada.

The report is divided into two parts. The first part identifies and describes political and administrative structures within the City of Ottawa, the City of Hull, the Regional Municipality of Ottawa-Carleton and the Outaouais Regional Community.

The second part of the study describes and analyzes the interrelationships among the structures identified in the first part as they are involved in the issue areas of urban land use planning and urban transportation. This second part also includes a description of the structures and activities of the National Capital Commission and of other federal and provincial agencies involved in urban land use planning and urban transportation.

This monograph should be read in conjunction with those which pertain to the metropolitan region of Toronto and to Hamilton-Wentworth, on the Ontario side, and those which pertain to the Montreal and Quebec metropolitan regions on the Quebec side.

I The political and administrative structures of the
metropolitan region of Ottawa-Hull

The political and administrative structures of the
metropolitan region of Ottawa-Hull

This first part is devoted to the description of the composition, functions and organization of the various structures which constitute the governments of the City of Ottawa, the City of Hull, the Regional Municipality of Ottawa-Carleton, and the Outaouais Regional Community.

Each of the four sections is divided into four subsections: the first one deals with the general set-up of the local government considered, the second subsection deals with the political structures, the third, with the administrative structures, and the fourth, with independent boards, commissions and committees which are related to the aforementioned structures.

A The City of Ottawa

1 General information

1.1 History

Ottawa was founded in 1826 when Colonel John By set up his headquarters in order to build the Rideau Canal, designed to connect the Ottawa River to Lake Ontario at Kingston. It was incorporated as By-town in 1850 and as the City of Ottawa in 1885. In 1857 Ottawa was selected as the permanent capital of the Province of Canada.

1.2 Population

1961 268,206

1971 298,087

1.3 Area: 30,481.6 acres (see figure 1 for map of Ottawa).

1.4 Relevant legislation

The City of Ottawa Act, the Municipal Act of Ontario, the Regional Municipality of Ottawa-Carleton Act and the Municipal Elections Act are the principal acts which define the organization of the City of Ottawa.

1.5 Relationships with other municipalities

Ottawa is one of the eleven municipalities in the Ottawa-Carleton Regional Municipality. In terms of population Ottawa represents 64 per cent of the region's population. Ottawa's relations with the National Capital Commission and with municipalities on the Quebec side of the Ottawa River are largely informal, although Ottawa and Hull have recently set up a joint committee (see II-A-1.3).

2 Political structures

2.1 General

The general setup is usually defined as a council-

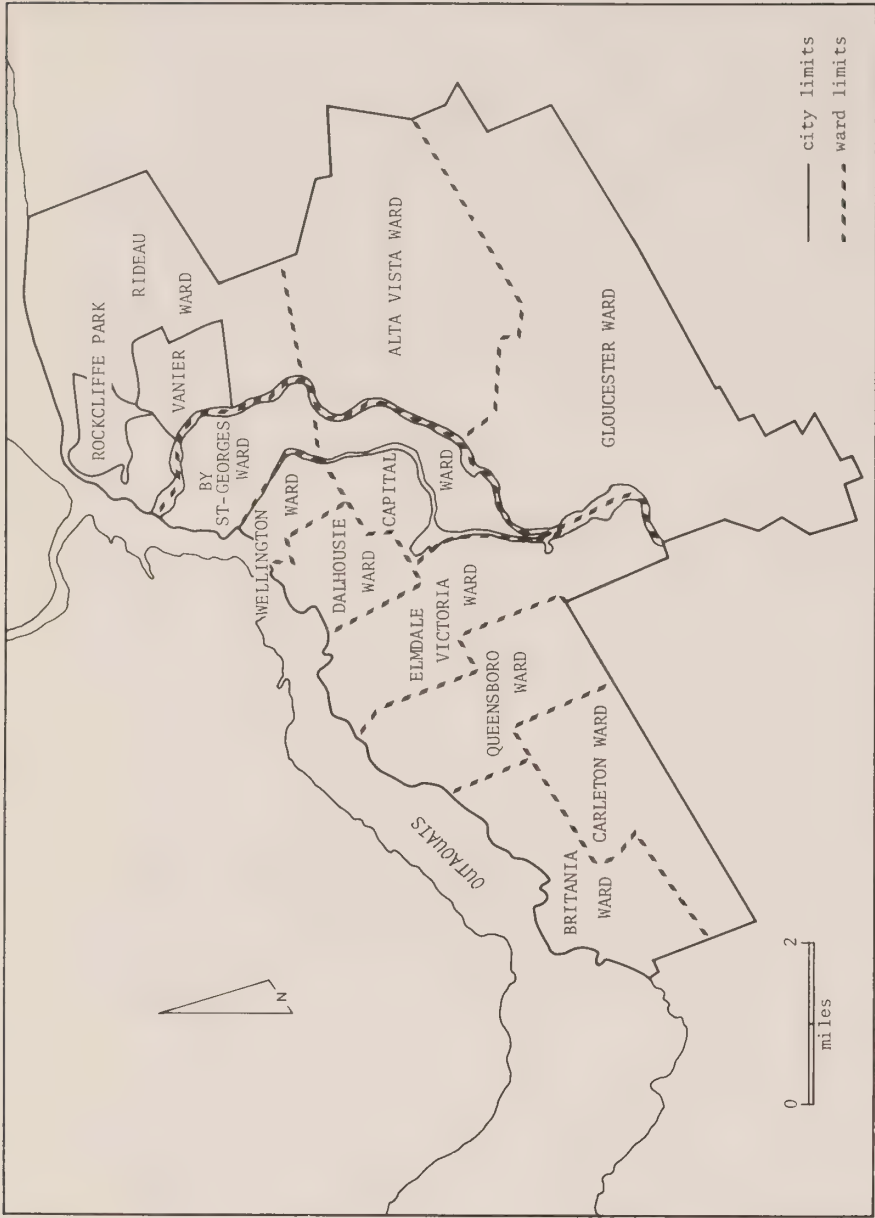


FIGURE 1 CITY OF OTTAWA MAP OF THE WARDS

board of control system of local government.

The Council is made up of the Mayor elected at large, four Controllers elected at large and eleven Aldermen elected on a ward basis (11 wards). The Mayor and the four Controllers constitute the Board of Control.

2.2 Eligibility requirements for members of the Council

2.2.1 Voters

Voter qualifications in Ontario are set out in the Municipal Act, R.S.O. 1970, Chapter 485 as amended, and in particular in Section 38 thereof.

Essentially one is qualified to be entered on the municipal voters' list in Ontario if 18 years of age, a British subject not otherwise disqualified, and rated on the last revised assessment role of the particular municipality for a varying amount, as set out, as the owner or tenant or spouse of such a person. The provisions regarding this last point are rather extensive within the legislation.

2.2.2 Candidates

The qualifications and disqualifications regarding the holding of Municipal Office in Ontario are set out in Section 36 of the Municipal Act, R.S.O. 1970, Chapter 485 as amended.

Essentially, the qualifications are that one must be a householder residing in the municipality or be entered on the assessment role to the extent that he is able to be on the voters' list in or within five miles of the municipality, is twenty-one, a British subject, and not disqualified. The disqualifications are set out in Section 36 in some detail.

2.2.3 Election dates

"Subject to subsection 2, an election shall be held in accordance with this Act in each municipality in the year 1972 and in every second year thereafter for the purpose of electing persons to offices".

"Polling day in a regular election shall be the first Monday in December in each election year" (The Municipal Elections Act, 1972, Section 10, subsection 1 and Section 11).

2.2.4 Electoral divisions (wards) and voting turnout

The number of voters by ward is as follows:

Rideau	22,804
By-St. George	21,887
Alta Vista	20,876
Gloucester	18,890
Wellington	14,704
Capital	19,955
Dalhousie	15,427
Elmdale-Victoria	17,850
Queensboro	20,016
Carleton	17,258
Britannia	15,550

Total	205,167
-------	---------

Average number	18,651
----------------	--------

Turnout for the 1972 election was 32.3 percent. In 1969 the turnout was 39 percent and in 1967, 45 percent.

For a list of the Council elected in 1972, see Table 1.

2.2.5 Political parties

There is no political party that operates formally in municipal elections.

2.2.6 Vacancies occurring between elections

When the position of mayor becomes vacant, the

Council can appoint one of their number to fill the office for the remainder of the term (Municipal Act, Section 150, subsection 1).

When a position of alderman is vacant, the Council is empowered to appoint a person to fill the remainder of the term (Municipal Act, Section 150, subsection 4).

2.3 The Council

2.3.1 Composition

The Council is composed of 11 Aldermen, four Controllers and the Mayor.

The term of office is, as of November 1972, two years and there are no limits as to successive mandates.

2.3.2 Renumeration

Renumeration is set by the Council (Municipal Act, Sections 205, 208.)

As of January 1, 1974, the salaries are as follows:

Mayor	\$34,000
Deputy-Mayor	\$22,000
Controller	\$16,000
Aldermen	\$ 9,500

All 16 Ottawa Councillors also receive \$3,500 a year for being members of the Ottawa-Carleton Regional Council.

2.3.3 Meetings

Meetings of the Council are held twice a month, on the first and third Monday evenings. The Mayor presides at Council meetings. Board of Control recommendations have priority at Council meetings. However, their recommendations can be rejected by a simple majority of the Council. Items can be included

Table 1 Ottawa City Council - 1973-1974

Mayor: Pierre Benoit

Controllers: Lorry Greenberg
Tom McDougall
Garry Guzzo
Ernie Jones

Aldermen:

Rideau Ward	R.A. Robert
Capital Ward	Don Lockhart
Oueensboro Ward	Edward T. Mulkins
Alta Vista Ward	Don Kay
By-St. George's Ward	Jules Morin
Dalhousie Ward	Gale Kerwin
Britannia Ward	Marion Dewar
Gloucester Ward	C.J. "Joe" Quinn
Wellington Ward	Joe Cassey
Elmdale-Victoria Ward	Walter Ryan
Carleton Ward	A.H. Law

for Council discussion by giving 48 hours notice or by obtaining the approval of the entire Council.

2.3.4 Powers

According to the Municipal Act, "the powers of a municipal corporation shall be exercised by its Council" (Section 9). There is no general description of the powers of the Council but, rather, a detailed description of specific powers.

2.4 Committees of Council

The reorganization of the administrative structure in 1972 brought with it a reorganization of the Committee system. The new system was approved by Council on August 28, 1972 and the new Committees have now been set up and are in the process of establishing their working schedules and methods of operation. There are two new major standing committees: Community Development and Physical Environment, which correspond to the two major operating departments. The Operations and Procedures Committee still remains from the old system.

In the two major committees, membership is restricted to aldermen, although a representative from the Board of Control sits on each of the Committees but without voting privileges. Each alderman sits on one or other of the committees.

2.4.1 Community Development Committee

Composition: Six aldermen. The Chairman (in 1973-1974: Alderman Kerwin) is chosen by the members of the Committee.

Meetings: The first and last Wednesday of every month.

Powers and duties: "The Committee, with the advice of the Commissioner of Community Development, has the

responsibility for formulating and proposing policy, and for recommending to Board of Control budgetary priorities in respect to the area of Community Development" (Special Report of the Board of Control, adopted on August 7, 1973).

For the activities of the Community Development Department, see Appendix 1.

The members of this Committee also sit as the Community Centres Board, as required by the Community Centres Act.

There are ten Community Centres in the City.

2.4.2 Physical Environment Committee

Composition: Five aldermen (those not on the Community Development Committee). The Chairman (in 1973-1974: Alderman Ryan) is chosen by the members of the Committee.

Meetings: The second and fourth Thursday of every month.

Powers and duties: The Committee has the same mandate with respect to the Physical Environment Department as does the Community Development Committee with respect to the Community Development Department. For the activities of the Physical Environment Department, see Appendix 2.

2.4.3 Organization and Procedures Committee

Composition: The Committee is composed of one controller and five aldermen. In 1973-1974 the Chairman is Controller McDougall.

Meetings: The Committee meets twice a month, immediately before every Council meeting.

Powers and duties: Items are referred to the Committee, by Board of Control or by Council, that relate either to regulations concerning members of Council or to those concerning Council meetings.

The Committee has recently been active in the preparation of a by-law relating to the regulation of election expenditures.

2.5 Board of Control

2.5.1 Composition

The Board of Control consists of four controllers elected at large plus the Mayor (for list of members, see Table 1).

Until 1962, the Board of Control system was mandatory for Ontario municipalities with populations in excess of 100,000. The system can now be altered by a two-thirds vote of Council (and the approval of the Ontario Municipal Board). There has been some discussion in Ottawa about the possibility of abolishing the Board.

2.5.2 Meetings

The Board meets regularly once a week and members of the public can appear before the Board. The Mayor presides at meetings of the Board of Control.

2.5.3 Powers

The Board of Control acts as the executive of the City Council. Its powers are outlined in Section 206 of the Ontario Municipal Act (See Appendix 4). In general, it has responsibility for the following:

- preparation of budget
- preparation of contract specifications
- general inspection of all municipal works
- nomination of senior administrative personnel

2.6 Mayor

The Mayor is elected for two years with no limit on successive mandates.

The position of Mayor is considered to be a full-

time appointment. The Mayor presides both at Council meetings and at those of the Board of Control.

3 Administrative structures

3.1 General structures

The City of Ottawa is just completing a major reorganization of its administration. This reorganization is largely based on a report prepared by Woods-Gordon and Company and presented to the Board of Control in April 1972. The major purpose of the reorganization was to reduce the number of departments and coordinate the work of these departments through a Committee of department heads. The main administrative changes have been introduced and the system is starting to function. (For a more detailed description of the principles of this reform, see Appendix 5. The revenues and expenditures for the City of Ottawa are shown in Table 2.)

3.2 Staff

There were 1,625 civic employees in 1973.

3.3 Departments

Under the new system there were to be six departments, four for internal administration and two for city services. In addition to this, the Fire Department still reports directly to the Board of Control (see Figure 2). Under the previous structure, there were fourteen separate administrative units.

3.3.1 Department of Community Development

Function: The development of an Official Plan, the provision of recreational and park facilities, urban renewal and public housing programs (for a list of departmental goals, see Appendix 1).

Organization and staff: The department is headed by

Table 2 City of Ottawa - Analysis of Revenue and Expenditure for the year ended December 31, 1972

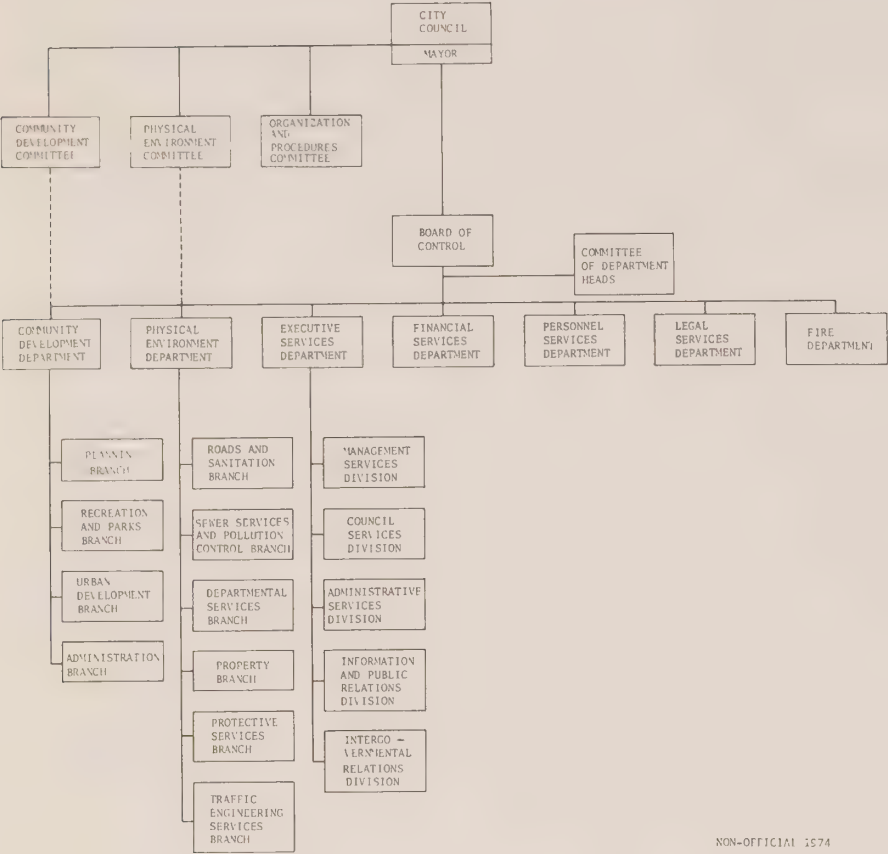
Analysis of Revenue	1972 Actual	1971 Actual
Taxation		
Realty	\$68,120,337	\$55,901,098
Business	7,556,643	6,805,562
Special Charges	<u>5,246,221</u>	<u>5,107,569</u>
	\$80,923,201	\$67,814,229
Contributions from other governments		
Payments in lieu of taxes	16,650,325	15,312,117
Subsidies - Ontario	<u>2,775,525</u>	<u>8,248,396</u>
	\$19,425,850	\$23,560,513
Other Revenue	\$ 7,882,714	\$ 6,839,424
Total Revenue	\$108,231,765	\$98,214,166
.....		
Analysis of Expenditures		
General government		
Members of Council	\$ 274,433	\$ 230,218
General administration	4,519,665	3,624,525
Unclassified	<u>-</u>	<u>28,310</u>
	\$ 4,794,098	\$ 3,883,053
Protection to persons and property		
Fire	6,943,201	6,027,218
Police	8,924,968	8,122,763
Protective inspections	703,017	698,012
Street lighting	843,011	834,330
Unclassified	<u>453,990</u>	<u>414,844</u>
	\$17,686,187	\$16,097,167
Public Works		
Roadways	8,428,327	7,848,855
Traffic control	241,445	222,530
Drainage	2,146,525	1,938,108
Unclassified	<u>516,118</u>	<u>482,441</u>
	\$11,332,415	\$10,491,934

Table 2 (cont'd)

	1972 Actual	1971 Actual
Sanitation and waste removal		
Sanitary sewer system	\$ 1,779,610	\$ 1,737,027
Garbage collection and disposal	<u>1,940,133</u>	<u>1,762,244</u>
	\$ 3,719,743	\$ 3,499,271
Conservation of health		
Public health services	\$ 3,265	\$ 3,375
Social and family services		
General assistance	76,587	48,464
Assistance to aged persons	199,812	191,091
Assistance to children	122,000	97,000
Day nurseries	132,549	118,240
Unclassified	<u>470,970</u>	<u>348,259</u>
	\$ 1,001,918	\$ 803,054
Recreation and community services		
Parks and recreation	6,913,526f	5,630,100
Libraries	1,438,700	1,211,783
Other cultural facilities	3,300	11,950
Unclassified	<u>75,967</u>	<u>78,326</u>
	\$ 8,431,493	\$ 6,932,158
Community planning and development		
Planning and zoning	641,412	470,103
Urban renewal	432,370	454,115
Industrial development	147,728	131,597
Unclassified	<u>216,895</u>	<u>219,446</u>
	\$ 1,438,405	\$ 1,275,261
Financial expenses		
Interest on temporary borrowing	546,362	256,581
Contributions to Reserve Funds	2,128,880	1,273,353
Provision for allowances	-	90
Provision for reserves	569,450	7,915

Table 2 (cont'd)

	1972 Actual	1971 Actual
Unclassified	<u>\$ 2,741,661</u>	<u>\$ 1,817,515</u>
	\$ 5,986,353	\$ 3,355,454
Education		
Elementary-public	16,906,028	16,835,284
separate	4,715,298	4,801,890
Secondary	14,600,068	15,931,241
National Defence	220,000	178,666
Transportation	36,441,394	37,747,081
Region - share of expenditure	16,425,025	14,609,164
Other	268,740	329,587
	<hr/>	<hr/>
Total expenditure	\$107,710,809	\$99,026,559



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FIGURE 2 CITY OF OTTAWA ORGANIZATION CHART

the Commissioner of Community Development. The department has 202 employees and is divided into four branches. The branch heads meet once a week (Friday morning) to discuss departmental questions.

- Planning Branch (45 employees)
- Recreation and Parks Branch (123 employees)
- Urban Development Branch (16 employees)
- Administration Section Branch (18 employees)

Budget: 1973 operating budget: \$6,994,800

1973 capital budget: \$5,856,000.

3.3.2 Department of Physical Environment

Function: Construction, maintenance and safeguarding of the City's physical assets and providing satisfactory standards for the protection of the citizens of Ottawa and their property (for list of departmental goals, see Appendix 2).

Organization and staff: The Department is headed by the Commissioner of Physical Environment.

The department has approximately 1,000 employees and is divided into six branches.

- Roads and Sanitation Branch
- Sewer Services and Pollution Control Branch
- Departmental Services Branch
- Property Branch
- Protective Services Branch
- Purchased Traffic Engineering Services Branch
(From the Regional Municipality).

Budget: 1973 operating budget: \$8,255,800

1973 capital budget: \$9,494,000.

3.3.3 Department of Executive Services

Function: Provides administrative, statutory, management and information services in direct support of the Office of the Mayor, Council, Board of Control and all Committees of Council (for a list of depart-

mental goals, see Appendix 3).

Organization and staff: The Department is headed by the Commissioner of Executive Services. There are 54 employees in the Department. In 1973-1974 there are four divisions in the Department:

- Management Services Division
- Council Services Division
- Administrative Services Division
- Information and Public Relations Division

The Woods-Gordon report recommended the creation of a position for an Intergovernmental Relations Officer and the Board of Control agreed that this position would come under the Department of Executive Services. At this time, plans show this is a possible fifth division in the Department but no decision has been taken on recruiting.

Budget: 1973 operating budget: \$569,500

3.3.4 Department of Finance

Function: Financial administration and management information services.

Organization and staff: The Department is headed by the Commissioner of Finance who also holds the statutory positions of City Treasurer and Tax Collector.

The Department has 157 employees (149 salaried, 8 wage earners) and is divided into five divisions:

- Program Budgeting Division
- Data Processing Division
- Financial Services Division (headed up by the Deputy City Treasurer)
- Internal Audit Division
- Supply and Office Services Division

Budget: 1973 operating budget: \$1,733,800.

3.3.5 Department of Personnel

Function: "To ensure that civic departments are

staffed by competent, well-motivated employees in appropriate numbers and at appropriate pay levels."

Organization and staff: 24 employees.

Budget: 1973 operating budget: \$299,500.

3.3.6 Legal Services

Function: "To ensure that the elected officials and permanent staff of the City are aware of the legal implications of any action or decision they may be planning to take; that the City is adequately represented in any legal action taken by or against it and adequately protected in its contractual relationships; and that the decisions of Council are reflected in appropriately worded by-laws."

Organization and staff: 48 employees.

Budget: 1973 operating budget: \$348,300.

3.3.7 Fire Department

The Fire Department is a separate administrative unit with the Fire Chief reporting directly to the Board of Control.

Staff: 464

Budget: 1973 operating budget: \$7,131,800.

3.4 Administrative superstructure

The Committee of department heads meets once a week (Wednesday afternoon) and deals both with matters sent to it by the Board of Control and other questions brought up by particular department heads. The Commissioner of Executive Services is the acting Chairman of the Committee and he provides secretarial services for the Committee.

By resolution of the Board of Control, the Mayor and Controllers have specific areas on which they report (see Table 3 for list). In practice, the degree of responsibility attached to this reporting

function varies considerably.

4 Independent Boards, Commissions and Committees

4.1 The Ottawa Board of Education

The Ottawa Board of Education is composed of 17 members. Twelve of the members are elected by the public school ratepayers of Ottawa, Rockcliffe Park and Vanier, four by the separate school ratepayers of Ottawa and Rockcliffe Park and one by the separate school supporters of Vanier.

Elections for the Ottawa Board of Education are held at the same time as Ottawa municipal elections. The elections are held at large, although there has been some discussion about the possibility of instituting some form of ward system.

Meetings of the Board are held once a month (the fourth Monday of each month). The major committees of the Board: Education, Property, Personnel, Finance, also meet once a month.

The Ottawa Board of Education is responsible for the public school system of Ottawa, Rockcliffe Park and Vanier (the Carleton Board of Education is responsible in the other municipalities within Ottawa-Carleton). Under its jurisdiction there are 57 elementary and intermediate schools, three schools and six French-language secondary schools.

The expenditures of the Board for 1972 were \$70,-264,991.51 of which \$45,556,672.16 was for the secondary school program and \$24,708,319.35 for the primary school program.

4.2 The Police Commission

The Police Commission is composed of three members, named by the Lieutenant-Governor in Council. The Police Act stipulates that the Mayor is to be one of

Table 3 City of Ottawa - Board of Control Areas of
responsibility for reporting - as of
August 20, 1973

1 Mayor:

Statutory responsibilities on:

Police Commission
Ottawa Hydro Commission
Board of Trustees, Ottawa Civic Hospital
Board of Trustees, Ottawa Riverside Hospital
Public Library Board
Board of Directors, Central Canada Exhibition
Association.

2 Acting Mayor: Controller Greenberg

By Special By-law, the duties of Acting Mayor
in the absence of the Mayor

3 Areas of responsibility for reporting of Mayor and
Members of Board of Control:

Mayor Benoit

Finance

Controller Greenberg

Community Development
Ottawa Planning Board
City of Ottawa Superannuation Fund

Controller Guzzo

Executive Services
Lansdowne Park
Riverside Hospital
Liaison with Canada's Visitors & Convention
Bureau

Controller McDougall

Physical Environment
Civic Procedures
Ottawa Civic Hospital

Controller Jones

Legal Department
Personnel Services
Fire Department

the three members.

The budget for the Police Department comes from the Municipal government.

4.3 Boards, Commissions and Committees related to planning and design matters

4.3.1 The Ottawa Planning Board

The Planning Board is a subsidiary planning board appointed January 6, 1969, as provided for by the Regional Municipality of Ottawa-Carleton Act. It operates under the authority of the Planning Act (R.S.O. 1970, Chapter 349), and the duties of the Planning Board are described in Section 12 of the Planning Act.

From an administrative point of view, the Planning Board is connected to the Planning Branch, one of the four main branches of the Community Development Department (see I-A-3.3.1 and Figure 2). Recommendations go from the Planning Board to Board of Control.

At the moment the Planning Board deals both with current operational questions and with long-range planning. However, discussion is now going on about the responsibilities of the Board and it appears likely that questions of a current nature will cease to be the responsibility of the Board.

The Board is composed of nine members: the Mayor (ex-officio) and eight appointees who are a controller and seven citizens. The members are nominated by the Board of Control, for a three year term in the case of the citizens and a one year term for the controller. At the present time the controller is the Chairman of the Board.

4.3.2 Signs Committee

The Committee shall be composed of four members as

follows: one person and his alternate representing N.C.C.; one person and his alternate representing Ottawa Chapter, Ontario Association of Architects; one person and his alternate representing public at large; one person and his alternate representing business community, not including signs industry. N.C.C. representatives shall remain in office until replaced. Representatives of other groups are appointed for a two-year term and are eligible for reappointment provided that they shall not serve a consecutive period in excess of six years. The Board of Control nominates the representatives (Reference: City Council Minutes, August 20, 1973, page 2517, By-law 448-62 as amended).

4.3.3 Design Committee

There are eight members on the Committee and the membership is as follows:

- a) three professional staff persons representing the City of Ottawa with a term of office at Council's pleasure;
- b) two professional staff persons representing the N.C.C. with a term of office at Council's pleasure;
- c) two registered architects representing the Ottawa Chapter of the Ontario Association of Architects with a term of office of two years (alternate members are also provided for);
- d) one citizen member with a term of office of one year.

The members are nominated by the Board of Control. With the exception of City representatives, no member shall serve for more than six consecutive years (Reference: By-law 58-70, City Council Minutes, July 20, 1970).

4.3.4 Design Review Committee

The Committee is formed of four members: a Board of Control representative, a City Council representative, a representative of the Ottawa Chapter, Association of Professional Engineers of the Province of Ontario, a representative of the Ottawa Branch of the Ontario Association of Architects and a representative of the Ottawa Construction Association. The appointments are on nomination of the Board of Control (Reference: City Council Minutes, July 6 and July 20, 1970, pages 2309, 2478 and By-law 58-70).

4.3.5 Building Materials Committee

The Committee is formed of four members: a Board of Control representative and representatives from the three associations represented on the Design Review Committee (see 4.3.4). The controller is named for one year and the others hold office at Council's pleasure. Nominations by the Board of Control (Reference: City Council Minutes July 6 and July 20, 1970, pages 2309, 2478).

4.3.6 Committee of Adjustment

The Committee is composed of five citizen members appointed for a three-year term, and nominated by the Board of Control (Reference: Established by By-laws 128-65, 191-70. See page 1799 of 1965 Minutes).

4.3.7 Court of Revision - Redevelopment Charges

There is one appointee and the term of office is at Council's pleasure. The nomination is by the Board of Control (Reference: By-law 214-63. City Council Minutes, October 19, 1964, page 3192).

4.3.8 Court of Revision - Local Improvement Charges

There are three members holding office at Council's pleasure. The nomination is by the Board of Control

(Reference: City Council Minutes, February 16, 1970, page 613).

4.4 Boards, Commissions and Committees relating to community services.

4.4.1 Ottawa Hydro Electric Commission

The Commission is composed of three members appointed for a two-year term: the Mayor, an appointee of the Hydro and an appointee of City Council. Nomination by City Council (Reference: Power Commission Act).

4.4.2 Ottawa Public Library

The Board of Directors is composed of nine members: the Mayor, two Separate School Board appointees, three Board of Education appointees and three Council appointees. The term is three years and Council members are not eligible. Nominations are made by Council (Reference: Public Libraries Act).

4.4.3 Community Facilities Administration Committee

The Committee is made up of 12 members. There are six elected members: three from Ottawa Board of Education and three from City Council. There are six staff appointments - three from Ottawa Board of Education and three from Recreation and Parks Branch. The City Council members are nominated by the Board of Control (Reference: City Council Minutes, May 7, 1973, page 1241).

4.4.4 Youth Services Bureau

The Council appoints four aldermen to the Bureau. They are nominated by the Board of Control (Reference: City Council Minutes, January 2, 1963, pages 2 and 10).

4.4.5 Canada's Capital Visitors and Convention Bureau, Inc.

The Council appoints four people to the Board of Directors: the Mayor (ex-officio), one controller and two aldermen. The controller is nominated by the Board of Control and the aldermen by Council. The term is for one year (Reference: City Council Minutes, January 4, 1971).

4.4.6 Central Canada Exhibition Association

The Council appoints the Mayor and seven members of Council to the Board of Directors of the C.C.E.A. for a one-year term. The members are nominated by Council (Reference: Winter Fair Constitution).

4.4.7 Ottawa Winter Fair

The Council names one representative to the Winter Fair Association. The representative is nominated by the Board of Control (Reference: Winter Fair Constitution).

4.4.8 Promenade Authority

There are five members: a controller, an alderman and three citizen members. The citizens are appointed for a three-year term and the others for a two-year term. Nominations by the Board of Control (Reference: By-law 207-65. City Council Minutes July 1965, p. 2739).

4.5 Other Boards and Commissions

Other Boards and Commissions on which members of Ottawa City Council are represented are as follows:

- Civic Hospital Trustees
- Riverside Hospital Trustees
- Charitable Foundation
- Board of Review - Licensing of Special Sales
- Ottawa-Nepean Campsite Authority
- Gasoline Services Station Advisory Committee
- Superannuation Fund.

B The City of Hull

1 General information

1.1 Date of incorporation

The City of Hull, founded by Philemon Wright in 1800, received its Charter February 23, 1871. This Act was reconstituted in 1893 and has since been subjected to numerous amendments.

1.2 Population

1961	56,929
1971	63,580

1.3 Area

The City of Hull covers an area of 6,674 acres, with a population density of 9.5 persons to the acre. (For a map of the City of Hull, see Figure 3.)

1.4 Relevant legislation

The City of Hull is governed by the Cities and Towns Act and by the Charter of the City of Hull.

1.5 Relations with other municipalities

Hull is one of the 32 municipalities in the Outaouais Regional Community (see I-D for a description of the Community). The subject of municipal regrouping has been much discussed and it is possible that, within a few years, the present City of Hull will form the nucleus of a larger municipal structure. The two most probable formulae are either a grouping of the 12 most urbanized municipalities of the Region, or two groupings of these municipalities, one to the west of the Gatineau River, around Hull, and the other to the east, around Gatineau and Pointe-Gatineau (see Figure 8).

Relations between Hull and Ottawa remain generally of an unofficial nature, even though a joint

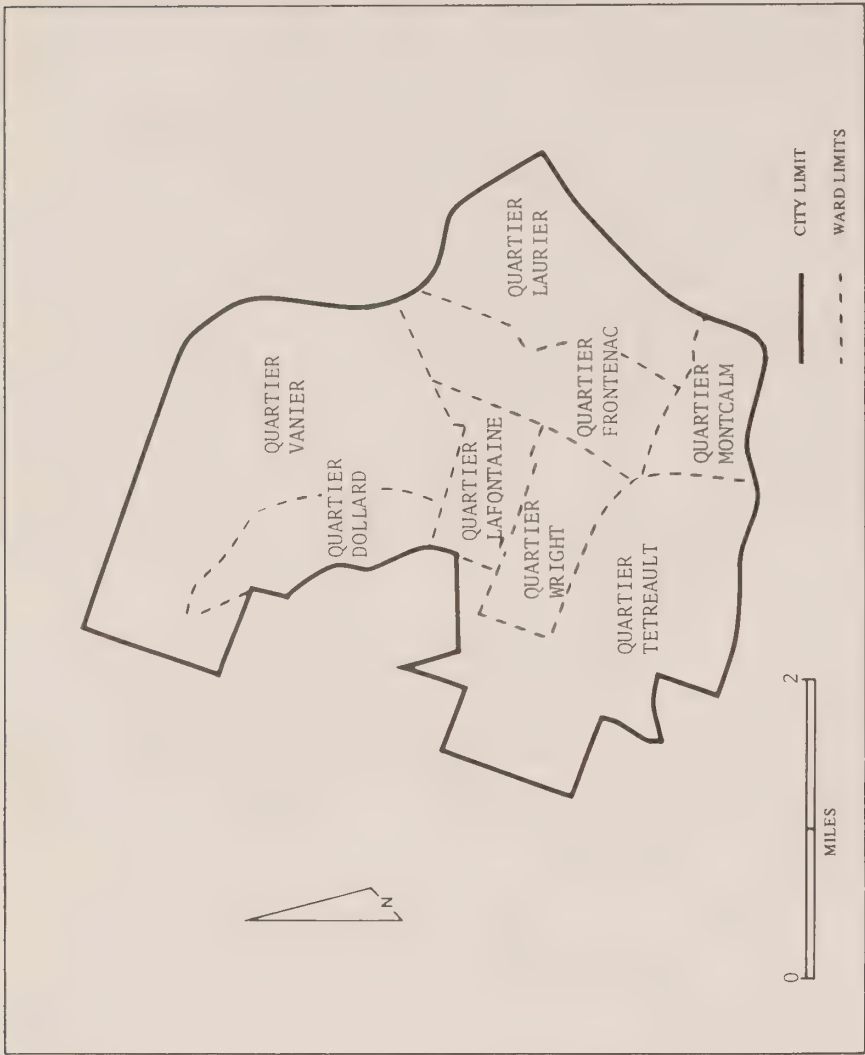


FIGURE 3 CITY OF HULL MAP OF WARDS

committee has just been formed (see II-A-1.3).

2 Political structures

2.1 General form

The City of Hull is a municipal government comprising a Council, an Executive Committee, and a Manager. The Council includes the Mayor and eight Councillors, two of whom sit, with the Mayor, on the Executive Committee.

2.2 Eligibility

This subject is governed by the Cities and Towns Act.

2.2.1 Right to Vote

Every person domiciled in the municipality for at least 12 months before September 1 in the year in which the election is to be held, or any person registered as a proprietor on the rating register in force for at least 12 months before September 1 of the year in which the election is to be held (Cities and Towns Act, section 128a).

2.2.2 Candidates

The conditions for being a candidate are described in the Cities and Towns Act, sections 122 and 123.

2.2.3 Elections

"The general election of members of the Council every four years on the first Sunday in November" (Cities and Towns Act. sec. 173), or on the first Monday in November, provided that a regulation to that effect has been passed by the City Council.

2.2.4 Electoral divisions and voter participation

The Wards are shown on the map of the City of Hull. The Council is empowered to change the number of wards. The number of electors in the wards is as

Table 4 Municipal Council of the City of Hull, 1974

Mayor: Gilles Rochelau

Councillors:

Montcalm Ward	vacant
Laurier Ward	Julien Groulx
Frontenac Ward	J. Alexis Maurice
Tétreault Ward	J. René Villeneuve
Wright Ward	Fernand Nadon
Lafontaine Ward	Jean-Yves Gougeon
Dollard Ward	Fernand Mutchmore
Vanier Ward	Paul Brunet

follows:

Tétreault	6,687
Montclam	6,949
Wright	4,972
Laurier	6,417
Lafontaine	5,481
Dollard	6,422
Vanier	<u>8,889</u>
Total	<u>52,067</u>

Average number of electors per ward: 6,508

The percentage of voters in 1970 was 48.8.

The present composition of the Council is shown in Table 4.

2.2.5 Political parties

No political parties are officially presenting candidates in municipal elections.

2.2.6 Offices vacant

When the office of Mayor or Councillor becomes vacant more than six months before the general election, the Cities and Towns Act (56-61) provides that the Council may select a person to fill the office left vacant, either of Mayor or of Councillor.

2.3 The Council

2.3.1 Composition

The Council consists of the eight Councillors elected by the wards and the Mayor. The term is for four years, with no restriction on consecutive terms.

2.3.2 Remuneration

The remuneration of the members of the Council is governed by the Cities and Towns Act, section 64.

The Mayor	\$15,872
-----------	----------

Councillors, Members of the Executive Committee (2)	\$7,178
Councillor, Chairman of the Council	\$5,178
Councillor, Deputy Mayor	\$6,178
Councillors (4)	\$4,178

2.3.3 Meetings

The Council meets every two weeks. Meetings are generally held on Tuesday evenings. A Councillor, elected as Chairman of the Council, presides over meetings (Charter, section 62a).

2.3.4 Powers

The Charter of the City of Hull (section 68b) describes the responsibilities of the Council (for a list of functions, see Appendix 6).

The principal responsibilities are as follows:

- to approve budgets;
- to approve City Regulations;
- to call for reports from the Executive Committee on any matter concerning the City administration, and to make decisions on all reports submitted by the Executive Committee.

2.4 Committees of the Council

2.4.1 The General Committee

The Council meets as the General Committee before each meeting of the Council, and members discuss the subjects that will be on the agenda for the forthcoming meeting. These meetings are public.

2.4.2 Consultative Commissions

A re-organization effected in 1965 abolished the committees of the Council and replaced them by consultative commissions. There are at present four consultative commissions on cultural affairs, parking,

town planning, and recreation. These commissions are generally composed of two Councillors and four citizens. They do not seem to be very active.

2.4.3 Ad hoc committees

The Council is empowered to create ad hoc committees. The number of these committees is limited. At present, the most important of them is the Hull Identity Committee. The members are drawn partly from the Council, and also from the S.A.O., the Town-Planning Commission, the Western Quebec Historical Society, etc.

2.5 The Executive Committee

2.5.1 Mandate

The Executive Committee of the municipal Council exercises the functions of the municipal government.

2.5.2 Composition

The Executive Committee comprises the Mayor and two Councillors. These two Councillors are chosen by the Mayor; he may consult the Council before making the nominations, but consultation is not obligatory.

2.5.3 Powers

The competency of the Executive Committee is prescribed in the Hull City Charter, section 68d (for a list of powers, see Appendix 7).

It is the responsibility of the Executive Committee:

- to prepare Regulations;
- to prepare the budget;
- to allocate the proceeds of borrowings;
- to undertake the execution of public works, the cost of which does not exceed \$10,000, or, with the authorization of the Council, those of which

the cost exceeds \$10,000.

2.6 The Mayor

The Mayor plays a determinant role in the Executive Committee; he presides at meetings and nominates the other members. Given the importance of the Executive Committee, the Mayor's role in municipal government is, therefore, very important.

3 Administrative structures

3.1 General structure

The City of Hull has a Manager system. The heads of services (except for the Clerk, who is responsible to the Council) report to the Manager (see Figure 4). The revenues and expenditures of the City of Hull are shown in Tables 5 and 6.

3.2 Personnel

432 full-time employees.

3.3 Services

There are 14 services: seven administrative services and seven public services. In the case of the Planning Service, its activities are described below; for the others, only the personnel and the budget are shown.

3.3.1 The Planning Service

This Service was created in 1970. It is responsible for the preparation of the master plan and of the zoning regulations. It issues construction permits. Organization and personnel: There are two Divisions: Development and Planning (seven employees) and Construction Permits (three employees).

Budget: 1974 - \$250,687 (including \$72,750 for the Municipal Housing Office (see I-B-4.2)).

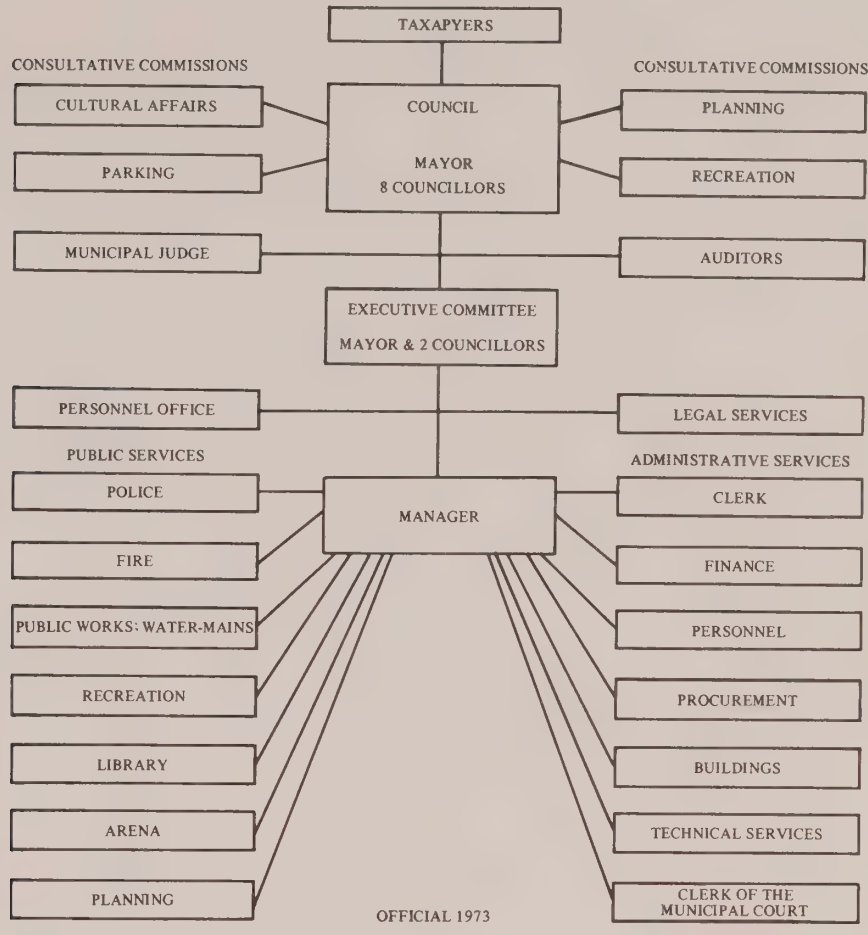


FIGURE 4 CITY OF HULL ORGANIZATION CHART

Table 5 City of Hull - Revenues 1973-1974

Sources of revenue	Actual revenues 1973-1974	Budget 1974	Increase or decrease (D)
Property taxes	\$ 5,732,525	\$ 6,882,450	\$ 1,149,925
Personal taxes (sales, business, licenses)	2,197,853	2,720,500	522,647
Government subsidies	682,640	1,323,800	641,160
Water rates	422,879	761,100	338,221
Recreational and community services	463,309 ⁽¹⁾	306,900 ⁽²⁾	(D) 156,409
Fines	303,512	464,000	160,488
Licences and permits	180,767	227,600	46,833
Engineering expenses	190,551	552,400	361,849
Interest and penalties	186,979	170,000	(D) 16,979
Sundry revenues	142,175	185,000	42,825
Parking meter revenues	80,851	133,000	52,149
Property sales	11,744	125,000	113,256
Total	\$10,595,785	\$13,851,750	\$ 3,255,965

(1) Including gross revenues from restaurants: gross expenditures: \$171,038

(2) Including net revenues from restaurants.

Table 6 City of Hull - Expenditures 1973-1974

Services	Actual expenditures 197-197	Budget 1974	Increase or decrease (D)
Protection	\$ 3,087,560	\$ 3,849,180	\$ 761,620
Debt	2,182,953	2,540,600	357,647
Public works	1,443,036	1,795,400	262,364
Technical services	228,622	410,947	182,325
Recreation and community services	1,247,409 ⁽¹⁾	1,452,880 ⁽²⁾	205,471
General administration	779,063	920,940	141,877
Sanitation	437,539	556,642	119,103
Water and filtration plant	578,053	740,250	162,197
Sundry	58,858	718,864	660,006
Planning and territorial development	237,479	261,047	23,568
Outaouais Regional Community administration	309,260	695,000	385,740
Total	\$10,589,832	\$13,851,750	\$ 3,261,918

(1) Including restaurant expenditures (\$171,038).

(2) Excluding restaurant expenditures.

3.3.2 Police Service

Personnel: 100 employees

Budget: 1974 - \$1,832,918

3.3.3 Fire Service

Personnel: 98 employees

Budget 1974 - \$1,130,640

3.3.4 Public Works Service (Water Supply, Drainage, Public Roads)

Personnel: 130 employees

Budget:1974 - \$1,389,306

3.3.5 Recreation Service

Personnel: 11 permanent and 312 part-time

Budget: 1974 - \$874,025

3.3.6 Library Service

Personnel: 6 permanent and 12 part-time

Budget: 1974 - \$192,625

3.3.7 Arena Service

Personnel: 12 permanent and 70 part-time

Budget: 1974 - \$317,485

3.3.8 Administrative Services

	Personnel	Budget
Clerical Service	8	\$119,128
Financial Service	11	214,186
Personnel Service	2	56,279
Procurement Service	8	85,320
Buildings Service	5	29,602
Technical Services	18	410,947
Municipal Court	5	92,012
Budget Total 1974:		\$1,007,474
Personnel:	57 employees	

3.4 Administrative superstructure

The Manager is the principal administrator of the City of Hull. He coordinates the administrative work, and the heads of the services (except the Clerk and the Auditor) report to him. There is a meeting of all heads of services about once a week. The Manager has numerous powers (for a complete list, see Appendix 8).

It is the Manager who:

- ensures liaison between the Executive Committee and the heads of services;
- submits projects prepared by the heads of services to the Executive Committee, and proposes to the Executive Committee or to the Council any decision that he deems to be in the interest of the City;
- has access to all the City records;
- coordinates the budgetary estimates of the services;
- gives the Councillors all the information they ask him for.

There is a Personnel Office which comprises the Manager, the Director of the Personnel Service, and the head of the service concerned in the case submitted. The function of this Office is to recommend to the Executive Committee the engagement, promotion, transfer, down-grading, suspension, and dismissal of City employees, including the appraisers but, however, excluding the Manager, the heads of services, and their deputies.

4 Independent Boards

4.1 Boards with elected representatives

4.1.1 The Outaouais-Hull School Board

The Outaouais-Hull School Board is composed of 19 members. The members are elected by the Wards for a term of three years, and one-third of the members are elected each year.

The Board meets once a month (on the third Wednesday of the month). There is an Executive Committee composed of five members who meet more often.

The Board is responsible for the primary schools in the City of Hull and some small neighbouring municipalities. It has 19 primary schools under its jurisdiction. In 1973, the expenditures of the Board amounted to \$14,891,893.

4.1.2 The Outaouais Regional School Board

The Regional School Board groups together the members of four local school boards (one of which is the Outaouais-Hull School Board). It has 62 members. The Board meets once a month (on the third Monday of the month). The members have elected an Executive Committee of nine members which meets twice a month. The Regional School Board has the responsibility for the 34 secondary schools in the Region.

4.2 Other Boards

There is only one example of a special Authority at the municipal level; this is the Municipal Housing Office. The comparison with the City of Ottawa is striking; the police, the library, the arena all form a direct part of the municipal administration.

The Municipal Housing Office, created in 1969 under the Quebec Housing Corporation Act, is responsible for the management of public housing. Its members are nominated by the municipal Council, which assumes the budget of the Office.

C The Regional Municipality of Ottawa-Carleton

1 General information

1.1 Date of establishment

The Regional Municipality of Ottawa-Carleton (R.M.O.C.) was officially incorporated as of June 15, 1968 and it began operation January 1, 1969.

1.2 Population

1971 - 446,246

1.3 Area

1,100 square miles (see Figure 5 for map).

1.4 Provincial Act for incorporation

The Regional Municipality of Ottawa-Carleton Act, R.S.O. 1970, Chapter 407.

1.5 Member municipalities

There are 11 municipalities in the regional government (See Table 7 for list of members, with population). Before January 1, 1974, there were 16 municipalities but provincially imposed amalgamations reduced this number.

2 Political structures

2.1 General form

The Regional Municipality has a Council-Executive Committee form of government. The Chairman of the municipality is the region's chief executive officer.

2.2 Eligibility regulations

As membership on Regional Council stems from membership in a local Council there are no eligibility requirements that relate specifically to the Regional Municipality.

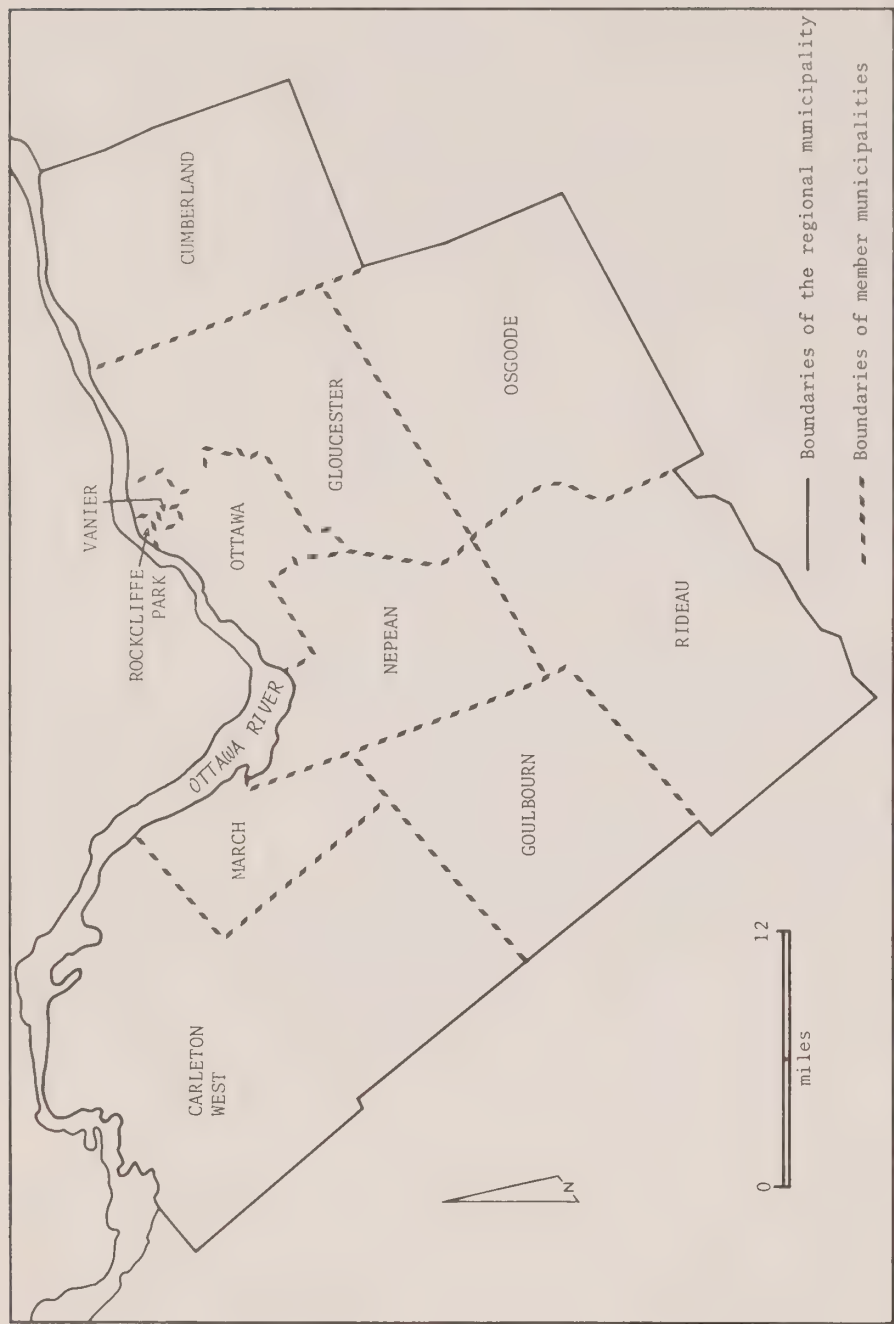


FIGURE 5 REGIONAL MUNICIPALITY OF OTTAWA-CARLETON MAP OF THE MEMBER MUNICIPALITIES

Table 7 Regional Municipality of Ottawa-Carleton - Population and representation of member municipalities (1973)

Municipality	Population #	Population %	Representation #	Representation %	Population per representative
1) Ottawa	285,424	64.0	16	53.3	17,839
2) Vanier	21,345	4.8	2	6.7	10,673
3) Rockcliffe Park	2,110	.5	1	3.3	2,110
4) Goulbourn	8,931	2.0	1	3.3	8,931
5) Rideau	4,273	1.0	1	3.3	4,273
6) Carleton West	5,917	1.3	1	3.3	5,917
7) Cumberland	9,101	2.0	1	3.3	9,101
8) Gloucester	34,559	7.7	2	6.7	17,279
9) March	5,500	1.2	1	3.3	5,500
10) Nepean	61,464	13.8	3	10.0	20,488
11) Osgoode	7,616	1.7	1	3.3	7,616
Total	446,246	100	30	100	Average 9,976

2.3 The Council

2.3.1 Composition

The Council is formed of 31 people, the Chairman and 30 representatives from local Councils. For list of 1974 Council, see Table 8.

2.3.2 Remuneration

Each member of Regional Council receives \$3,500 per year.

2.3.3 Meetings

The Council holds meetings on the second Wednesday of every month. Executive Committee recommendations have priority at Council meetings. Council can approve the expenditure of funds without the approval of the Executive Committee only if two thirds of the councillors present vote in favour of the expenditure.

2.3.4 Powers

"The powers of the Regional Corporation shall be exercised by the Regional Council and, except where otherwise provided, the jurisdiction of the Regional Council is confined to the Regional Area" (R.M.O.C. Act, Section 3, subsection 1).

The regional municipality has responsibility for assessment, water supply, planning, health and welfare services and debt financing. It has partial responsibility for roads and pollution control.

2.4 Council Committees

Five permanent Committees exist, plus a limited number of ad hoc Committees. The Chairman recommends Committee members to the Executive Committee and these recommendations are then approved by Council.

Table 8 Regional Municipality of Ottawa-Carleton,
Regional Council Members - 1974

President: D.M. Coolican

Members:

*J.-Pierre Benoit	Ottawa
Grant M. Carman	Nepean
Joe Cassey	Ottawa
Marion Dewar	Ottawa
Alan O. Gibbons	Rockcliffe Park
*G�rard Grandma�tre	Vanier
*Lawrence Greenberg	Ottawa
Garry Guzzo	Ottawa
*Andrew S. Haydon	Nepean
Betty Hill	Goulbourn
Hector Hotte	Vanier
Ernest W. Jones	Ottawa
*Donald C. Kay	Ottawa
Gale Kerwin	Ottawa
William A.H. Law	Ottawa
Don Lockhart	Ottawa
*Robert W. MacQuarrie	Gloucester
Thomas A. McDougall	Ottawa
Robert C. Mitchell	Nepean
John G. Meacak	March
Jules M. Morin	Ottawa
Edward T. Mulkins	Ottawa
Donald Munro	Carleton West
Mitchell G. Owens	Gloucester
*Joseph C. Quinn	Ottawa
R.A. Robert	Ottawa
Henri Rocque	Cumberland
Walter F. Ryan	Ottawa
*W. Arnold Taylor	Osgoode
William Tupper	Rideau

* Member of Executive Committee.

2.4.1 Executive Committee

Under the Regional Municipality of Ottawa-Carleton Act, the Council was given the possibility of setting up an Executive Committee (section 13-1), with not more than half of its members from the City of Ottawa. At the present time, the Executive Committee is formed of eight members plus the Chairman.

Meetings: once a week (Monday afternoon).

Powers and duties: "The Executive Committee shall have all the powers and duties of a Board of Control under subsection 1 of Section 208 of the Municipal Act, and subsections 2 to 16, 18 and 19 of that section apply mutatis mutandis" (Regional Municipality of Ottawa-Carleton Act, Section 13-2).

2.4.2 Planning Committee

Members: 10 members.

Meetings: fourth Wednesday of every month.

Powers and duties: Under Section 69, subsection 5 of the R.M.O.C. Act, the Regional Council was designated as the Planning Board for the regional planning area. The Planning Committee exercises the planning responsibilities of the Council except insofar as the commitment of funds is involved or the taking of a position on an official plan. The Committee is involved both in the development of the regional Draft Plan and in the implementation activities of the Planning Branch. There has recently been discussion relating to the wide responsibilities of the Committee and it is likely that a review of the Committee's terms of reference will be made.

2.4.3 Roads and Traffic Committee

Members: nine members.

Meetings: first Wednesday of every month.

Powers and duties: Examines recommendations going to

the Executive Committee from the Roads Department and the Traffic Engineering Services.

2.4.4 Social Welfare Committee

Members: eight members.

Meetings: third Tuesday of every month.

Powers and duties: Examines recommendations going to the Executive Committee from the Welfare Department.

2.4.5 Homes for Aged Committee of Management

Members: five elected officials plus four or five advisory members (appointed by Regional Council).

Meetings: once a month

Powers and duties: Management decisions in relation to the two homes for the aged.

2.4.6 Land Division Commission

Members: The members are appointed from outside the Council.

Powers and duties: Decisions on land severances in member municipalities without official plans.

2.4.7 Ad hoc Committees

Regional Council sets up ad hoc committees to report on specific matters. At the moment, there exists a committee studying the question of a regional involvement in public housing.

2.5 Chairman

"The Chairman is the head of the Regional Council and the Chief Executive Officer of the Regional Corporation" (Regional Municipality of Ottawa-Carleton Act, Section 16).

Term of office: The Chairman is elected for a term of three years with no limit on successive mandates. The position of Chairman is a full-time appointment.

Election: The R.M.O.C. Act stipulates that "At the first meeting of the Regional Council in the year 1973, and in every third year thereafter, at which a quorum is present, the Regional Council shall organize as a Council and elect as Chairman one of the members of the Regional Council, or any other person, to hold office for that year and the two following years and until his successor is appointed or elected in accordance with this Act" (Section 4-3). If a member of an area council becomes Chairman, he is considered to have resigned from the area council.

Powers: The Chairman acts as Chairman of the Executive Committee and is entitled to vote as a member of the Committee (R.M.O.C. Act, 13-1). At meetings of the Regional Council, "The Chairman does not have a vote except in the event of an equality of votes" (R.M.O.C. Act, 10-3).

3 Administrative structures

3.1 General structure

The Chairman is chief executive of the Regional Municipality. Department heads report to the Chairman (see organization plan, Figure 6). For a list of the revenues and expenditures of the Regional Municipality, see Table 9.

3.2 Staff

There were 1,114 employees in 1973.

3.3 Departments

There are nine departments.

3.3.1 Planning Department

Duties: Preparation of an official plan for the municipality (R.M.O.C. Act - Section 68-2). The Draft

of this plan has recently been published, and is now being discussed by the public. The Department is also involved in implementation activities relating to subdivisions, zoning and official plans of the member municipalities.

Organization and staff: The Department is headed by a Planning Commissioner. There are 21 employees and the department is divided into two main divisions; land planning and transportation planning.

Budget: 1973 operating budget \$631,763.

3.3.2 Roads Department

Duties: The Regional Municipality is responsible for the construction and maintenance of arterial roads (defined as "those which join together roads serving small groups of population or provide the main streams from which roads can reach into smaller units").

Organization and staff: The department is headed by a Roads Commissioner. There are 118 employees and the Department is divided into five branches:

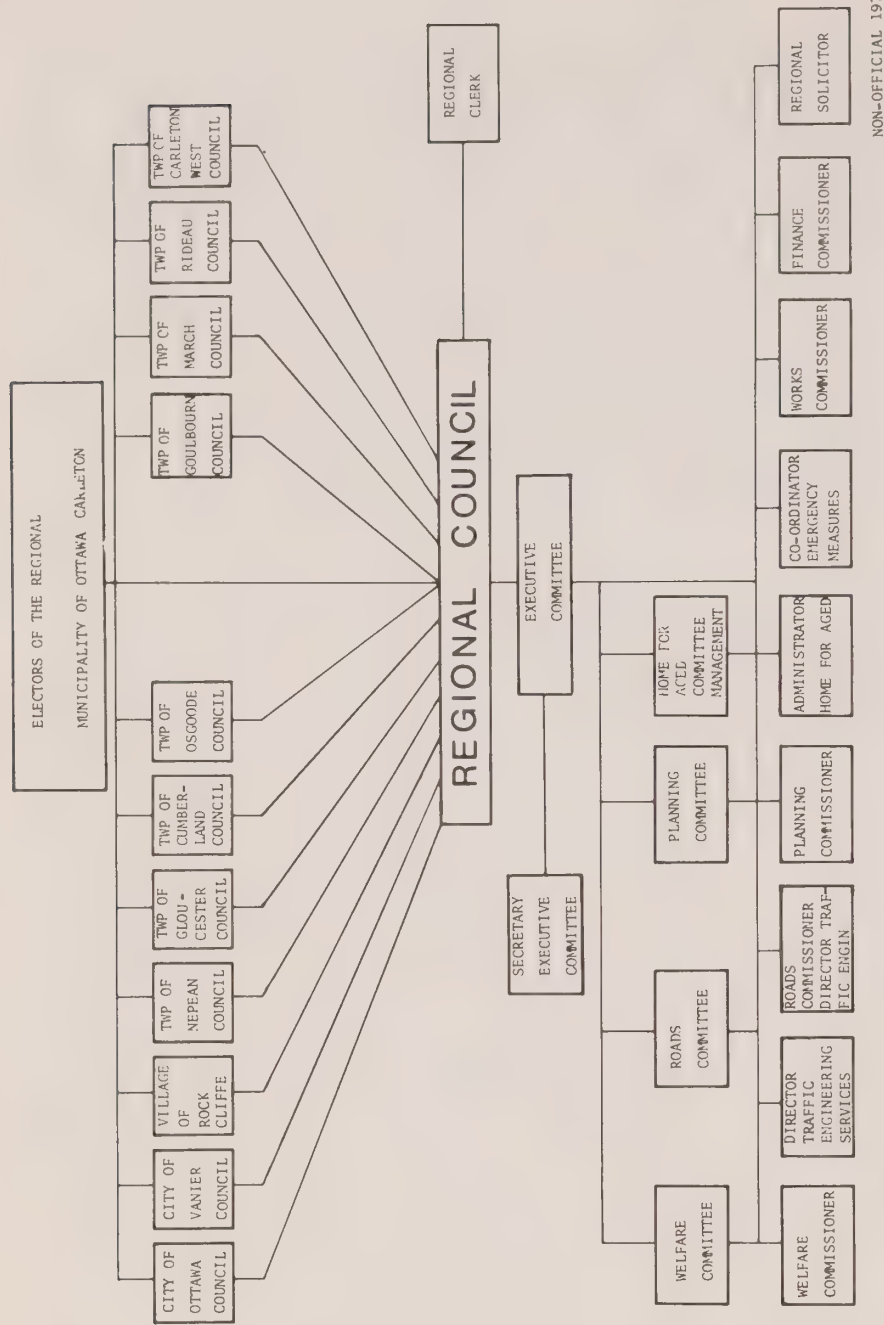
- Administration Branch
- Program Planning Branch
- Design and Services Branch
- Construction Branch
- Maintenance Branch.

Budget: 1973 operating budget \$5,706,255.

3.3.3 Traffic Engineering Services

Duties: This department was taken over from the City of Ottawa in 1970. It has wide responsibilities for the control of traffic movement within the whole region. Ottawa purchases traffic engineering services from the region.

Organization and staff: The service is headed by a Director. There are 41 employees and the service is divided into four main branches:



NON-OFFICIAL 1973

FIGURE 6 REGIONAL MUNICIPALITY OF OTTAWA - CARLETON ORGANIZATION CHART

Table 9 Regional Municipality of Ottawa-Carleton,
Statement of Revenues and Expenditures
for the year ended December 31, 1972

	1972	1971
Accumulated net revenue at the beginning of the year	\$ 595,949	\$ 17,686
Expenditure		
General government	2,512,168	1,764,270
Protection to persons and property	977,255	377,246
Public works	12,261,970	9,372,733
Sanitation and waste removal	3,711,776	3,451,096
Conservation of health	2,212,632	2,656,015
Social and family services	19,889,120	19,046,920
Recreation and community services	17,388	11,854
Community planning and development	713,337	550,533
Financial expenses	968,260	952,728
Other	1,434,890	448,000
	<u>(44,698,796)</u>	<u>(38,631,395)</u>
Revenue		
Taxation	\$19,545,584	\$17,708,904
Contributions from other governments	24,778,192	19,928,690
Other	<u>2,175,795</u>	<u>1,572,064</u>
	46,499,571	39,209,658
Accumulated net revenue (deficit) at the end of the year	\$ 2,396,724	\$ 595,658
Analysed as follows:		
General revenue	\$ 2,202,093	599,167
Special areas - Urban transit area	(30,145)	
Regional sewer system	<u>224,773</u>	<u>(3,218)</u>
	\$ 2,396,724	\$ 595,949

- Drafting Services Branch
- Traffic Studies Branch
- Traffic Control Devices Branch
- Traffic Control Systems Branch.

Budget: 1973 operating budget \$1,960,390.

3.3.4 Social Welfare Department

Duties: The administration of the General Assistance Act and responsibility for nursing homes and some responsibility for day care services.

Organization and staff: The Department is headed by a Commissioner of Social Welfare. There are 264 employees and the Department is divided into four branches:

- Social Services Branch
- Licensed Nursing Homes and Special Care Branch
- Day Care Services Branch
- Administration Branch.

Budget: 1973 operating budget \$14,243,540.

3.3.5 Homes for the Aged

Duties: Management of the two Homes for the Aged.

Employees: 329.

Budget: 1973 operating budget \$191,128.

3.3.6 Works Department

Duties: Supply and distribution of water and main trunk sewers and sewage treatment plants.

Organization and staff: The Department is headed by a Commissioner of Works. There are 203 employees and the Department is divided into two main divisions: Water Supply Division and Pollution Control Division.

Budget: 1973 operating budget \$173,707.

3.3.7 Finance Department

Duties: As well as internal financial management,

the Department has responsibility for the debt management of the member municipalities.

Organization and staff: The Department is headed by a Finance Commissioner. There are 66 employees and the Department is divided into four main branches:

- Budget Administration and Control Branch
- Financial Management and Services Branch
- General Accounting Branch
- Sinking Fund and Debt Administration Branch.

Budget: 1973 operating budget \$989,370.

3.3.8 Legal Services

This Department is headed by the Regional Solicitor. There are 28 employees.

Budget: 1973 operating budget \$416,606.

3.4 Administrative superstructure

Administrative coordination is done through the Chairman as the department heads report to the Chairman. There is a weekly meeting of department heads but the meeting generally deals only with the preparation of the agenda for the Executive Committee.

The office of the secretary to the Executive Committee provides secretarial services to the Executive Committee and to the major Standing Committees. The office is composed of a secretary and two assistant secretaries.

4 Independent Boards and Commissions

4.1 Ottawa-Carleton Regional Transit Commission (OCRTC)

The Regional Municipality of Ottawa-Carleton assumed responsibility for public transit on August 1, 1972. The Ottawa-Carleton Regional Transit Commission was created largely from the Ottawa Transportation Com-

mission.

The Commission is composed of five members: a chairman, a vice-chairman and three commissioners. The Chairman 1974 is Mr. Denis Coolican, Chairman of the Regional Municipality. The chief administrative officer is the General Manager. There are six major divisions, as follows:

- regional transit development
- equipment
- transportation
- finance
- claims and safety
- personnel

(see Figure 7 for the organization chart).

Personnel: As of December 1972, there were 788 employees working for the Commission. As of January 1974, the estimated personnel numbers 1100.

Budget: For 1972, the revenues of the OCRTC were \$9,704,031 and the expenditures \$11,301,458. The OCRTC received \$1,121,167 from the Regional Municipality (see Table 10 for a list of revenues and expenditures).

4.2 Board of Health

Composition: The Board of Health operates under the Public Health Act. It is composed of six members from Regional Council (appointed by Regional Council) plus three members appointed by the Minister of Health. The Board meets once a month. There are two major Standing Committees of the Board (finance, personnel) plus special committees to look into particular matters (At the moment there is a School Health Services Advisory Committee composed of Board members and representatives of the various boards of education).

The budget is approved by Regional Council. 75 percent

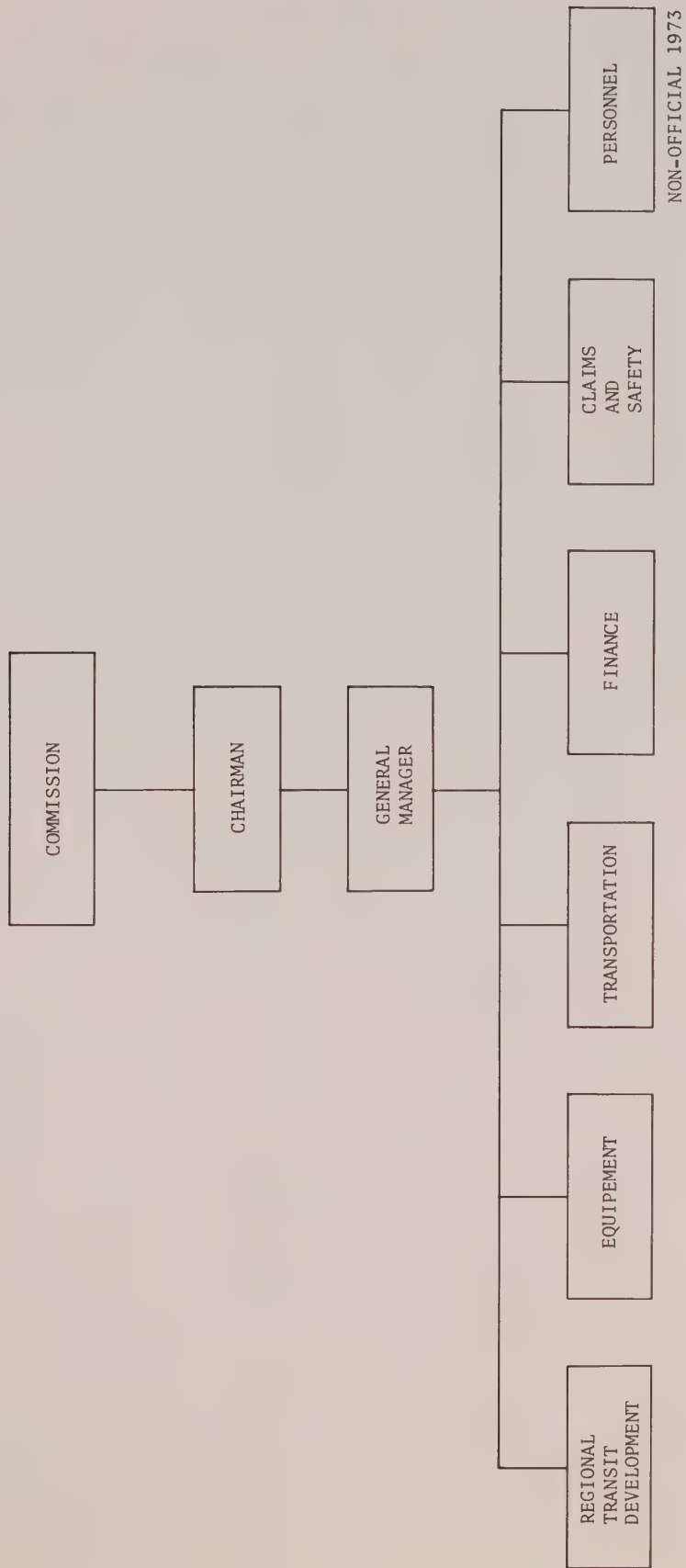


FIGURE 7 OTTAWA-CARLETON REGIONAL TRANSIT COMMISSION - ORGANIZATION CHART

Table 10 Ottawa-Carleton Regional Transit Commission, Statement of Revenue and Expenditure and Deficit, year ended December 31, 1972

	1972	1971
Gross Operating Revenue	\$9,704,031	\$9,119,803
Expenditure		
Operation and maintenance expense	9,900,797	8,520,886
Provision for debentures		
Interest	\$ 610,348	510,310
Redemption of principal	485,240	413,013
Expenses and capital		
Advance interest	4,437	5,155
	1,100,025	928,478
Revenue vehicle lease		
Principal and interest	15,432	
Provision for equipment replacement	285,204	369,076
Deficiency of Revenue over Operating Expenditure	1,597,427	698,637
Capital Additions		1,213,176
Deduct: Authorized Expenditures		
Debtenture authorities	369,083	
Lease obligations	1,309,737	1,130,917
Reserve for equipment replacement	98,592	
Capital advance from the Regional		
Municipality of Ottawa-Carleton	418,823	
	2,196,235	

Table 10 (cont'd)

	1972	1971
Capital Expenditure From Revenue Funds	\$ 119,175	\$ 82,259
Deduct: Sundry Recoveries	1,784	12,207
	<u>117,391</u>	<u>70,052</u>
Increase in Requirement for Reserve for Working Assets	41,005	9,619
Reserve for Public Liability		25,000
	<u>\$ 158,396</u>	<u>104,671</u>
Excess of Expenditure over Revenue for the year	1,755,823	803,308
Deficit, beginning of year	1,121,167	317,859
Payment received from the Regional Municipality of Ottawa-Carleton	(1,121,167)	
	<u>\$1,755,823</u>	<u>\$1,121,167</u>
Deficit, end of year		

of allowable expenditures are paid by the Department of Health, with the remaining sum paid for by Regional Council.

The Board will be represented on the newly formed Ottawa-Carleton Regional District Health Council, an advisory body concerned with the overall coordination of health services.

4.3 Other bodies

The Regional Council also names members to certain other bodies. These are merely listed by title.

- Children's Aid Society
- Queensway-Carleton Hospital Board of Trustees
- City of Ottawa Superannuation Fund Committee
- Conservation Authorities

Mississippi Valley

Rideau Valley

South Nation River

D The Outaouais Regional Community

1 General information

The Outaouais Regional Community (O.R.C.) is a public corporation created in accordance with the Outaouais Regional Community Act, a law enacted at Quebec on December 23, 1969 (Chapter 85 of the 1969 Statutes). The territory of the O.R.C. covers 13,588 square miles, and includes 32 municipalities; for operational purposes, this territory is divided into five sectors (see Figure 8 for a map of the O.R.C. territory and its division into sectors). The total population of the 32 O.R.C. municipalities was estimated (from the 1971 Census figures) at 161,512 persons (see Table 11 for a list of the municipalities in each sector and their respective populations).

2 Political structures

2.1 General form

The political structures of the O.R.C. comprise a Council, an Executive Committee, a Manager, and the heads of services.

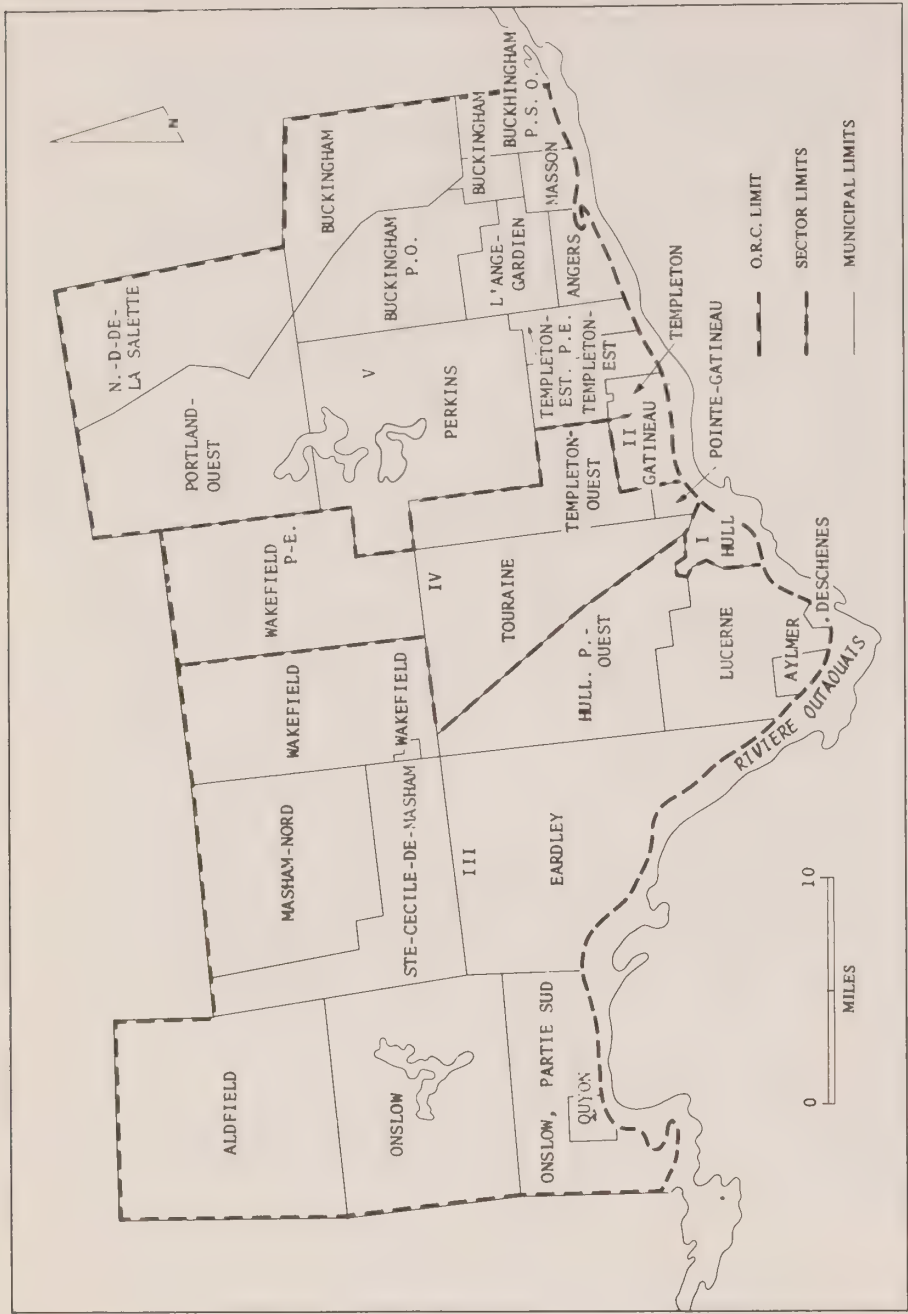
2.2 Eligibility

The members of the Council come from the local Councils, and all eligibility questions relate to those local Councils.

2.3 The Regional Community Council

2.3.1 Composition

The Council consists of the Mayors (or their representatives) of each of the 32 municipalities which lie within the O.R.C. territory (see Table 12 for a list of the members of the Council on 31 December 1972). A chairman and a Vice-Chairman are elected by a simple majority of the Council members, and one of the two must be the representative of the City of Hull



OUTAOUAIS REGIONAL COMMUNITY - MAP OF MEMBER-MUNICIPALITIES

FIGURE 8

Table 11 Population of the Member Municipalities of
the Outaouais Regional Community, 1974

Sectors	Number of Inhabitants	Sector Total
Sector 1		
Hull (city)	63,380	63,380
Sector 2		
Gatineau (town)	22,321	22,321
Sector 3		
Aylmer (town)	7,198	
Deschênes (village)	1,806	
Quyon (village)	879	
Wakefield (village)	325	
Aldfield (district)	546	
Eardley (district)	1,222	
Hull West (dis- trict)	2,966	
North Masham (district)	347	
Onslow South (district)	592	
Wakefield (district)	1,039	
Lucerne (muni- cipality)	8,611	
Ste Cécile de Masham (municipality)	2,111	
Onslow (district)	217	27,859
Sector 4		
Pointe-Gatineau (town)	15,640	
Wakefield East (district)	746	
Templeton-West (municipality)	1,030	
Touraine (muni- cipality)	9,643	27,059
Sector 5		
Buckingham (town)	7,304	
Masson (town)	2,336	
Angers (village)	881	
Templeton (village)	3,684	
L'Ange Gardien (parish)	477	
Buckingham (dis- trict)	752	
Buckingham West (district)	234	
Buckingham South-East (district)	256	

Table 11 (cont'd)

Sectors	Number of Inhabitants	Sector Total
Notre Dame de la Salette (district)	669	
Perkins (municipa- lity)	1,461	
East Templeton (municipality)	1,977	
East-Templeton-East (municipality)	253	
Portland West (district)	409	<u>20,693</u>
		161,512

Source: Statistics Canada, 1971 Census.

(Outaouais Regional Community Act, section 47). Each Council member has one vote and, in addition, another vote for each thousand inhabitants beyond the first thousand inhabitants of the municipality that he represents. Periodical adjustments are made to conform to the increase of population in each municipality (the latest being by Council decree of December 26, 1972).

2.3.2 Remuneration

Each Council member receives the annual sum of \$2,500 (with \$500 more for the Chairman and the Vice-Chairman).

2.3.3 Meetings

By the terms of the Act, the Council must hold at least one meeting every three months. In practice, however, these meetings are more frequent: thus, there were 10 in 1972 and nine in 1973. The Executive Committee arranges the agenda for meetings of the Community Council (however, the Council members may add other points if they so wish, but this has happened only once).

2.3.4 Powers

In theory, the Council exercises all the powers conferred on the Community except those declared to be reserved for the Executive Committee. The principal fields in which the O.R.C. has or may exercise exclusive or predominant authority are as follows:

- the assessment of real property within its territory, the revision of this assessment and the inventory (section 105 of the Act);
- the preparation of a development plan for the territory, including:
 - (1) land use allocations and approximate density of occupation;
 - (2) the approximate layout of the principal com-

Table 12 Representatives of Municipalities, Members of the
Outaouais Regional Community Council, 1972-1973

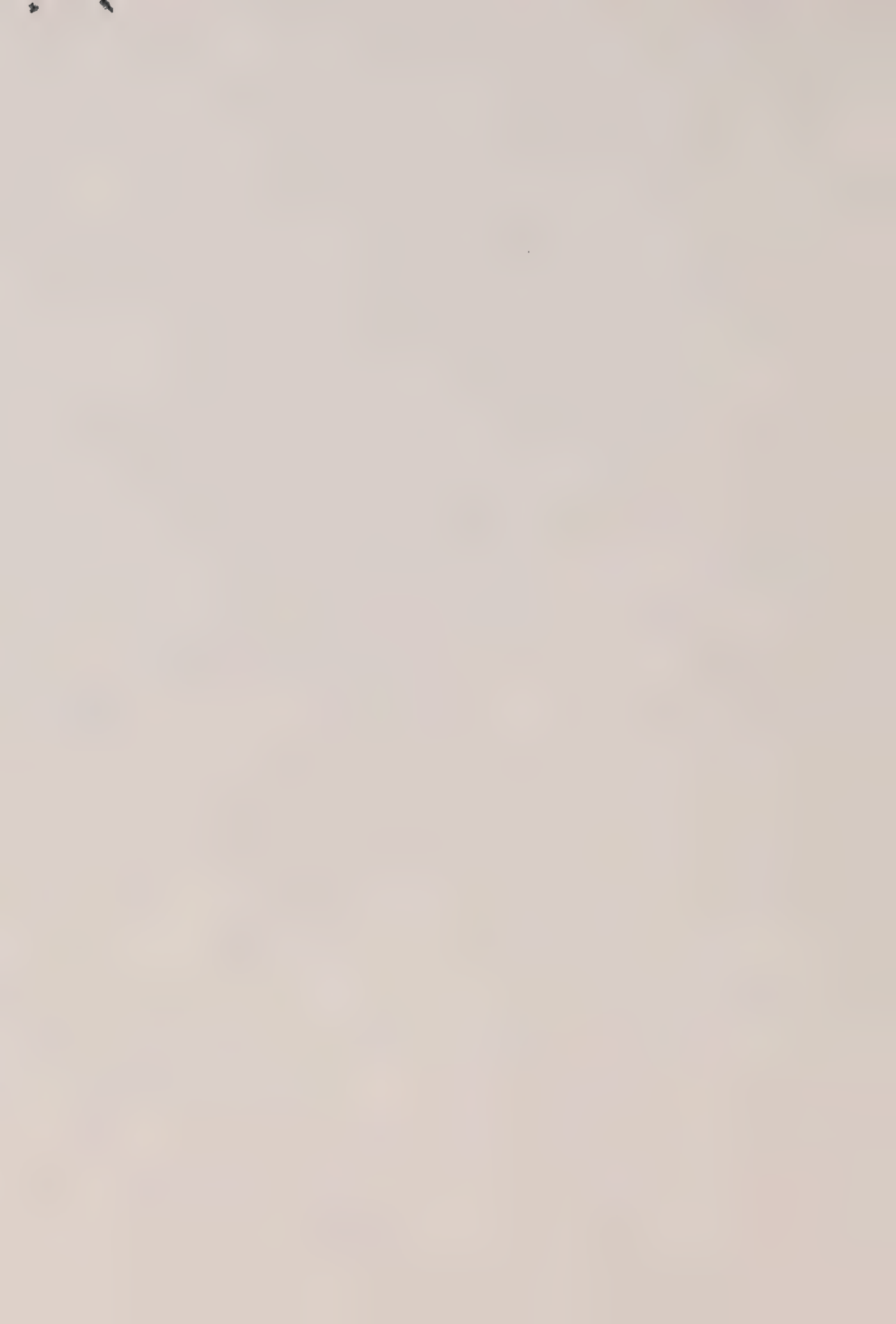
Aldfield (district)	Lionel Beausoleil, Mayor
Angers (village)	Théo, Mineault, Mayor
Aylmer (town)	Ernest Lattion, Mayor
Buckingham North (district)	Elzéar Carrière, Mayor
*Buckingham (town)	Roger d'Aoust, Mayor
Buckingham West (district)	Oσίας Proulx
Buckingham South-East (district)	Yvon Bouchard, Mayor
Des Chênes (village)	Kenneth Lloyd, Mayor
Eardley (district)	Marcel Lavigne, Mayor
*Gatineau (town)	John Luck, Mayor
Gatineau (town)	Fernand Larose, Councillor
Hull (city)	Fernand Mutchmore, Councillor
*Hull (city)	Jean-Marie Séguin, Mayor
*Hull (city)	J.-Y. Gougeon, Councillor
*Hull (city)	J.-Alexis Maurice, Councillor
Hull West (district)	André Renaud, Mayor
L'Ange Gardien (parish)	Léo Laframboise, Mayor
Lucerne	Denis Roberge, Mayor
Masham North (district)	Leyton Woods, Mayor
Masson (town)	Lucien Bouchard, Mayor
Notre Dame de la Salette (village)	Gérald Brazeau, Mayor
Onslow (district)	Sherwood Henderson, Mayor
Onslow South (district)	Kenneth Bronson, Mayor
Perkins	Oakley Carey, Mayor
*Pointe-Gatineau (town)	Pierre Lafontaine, Mayor
Portland West	Wilbert Buckland, Mayor

PROFILE: OTTAWA-HULL

The political and administrative
structures of the metropolitan
region of Ottawa-Hull

André Bernard
Jacques Léveillé
Guy Lord

Information Canada
Catalogue No. SU 32-2/1974-5



Appendix 10

Municipal elections results - Ottawa, December 2, 1974

Mayor:

Lorry Greenberg

Board of Control:

Marion Dewar
Don Reid

Gary Guzzo
William Law

Aldermen elected, by wards:

Rideau

R.A. Robert

By-St. George

Georges Bédard

Wellington

Brian Bourns

Capital

Don Lockhart

Dalhousie

Rolf Hasenack

Elmdale-Victoria

Patricia Nicol

Queensboro

Trip Kennedy

Britannia

Sandy Boyce

Carleton

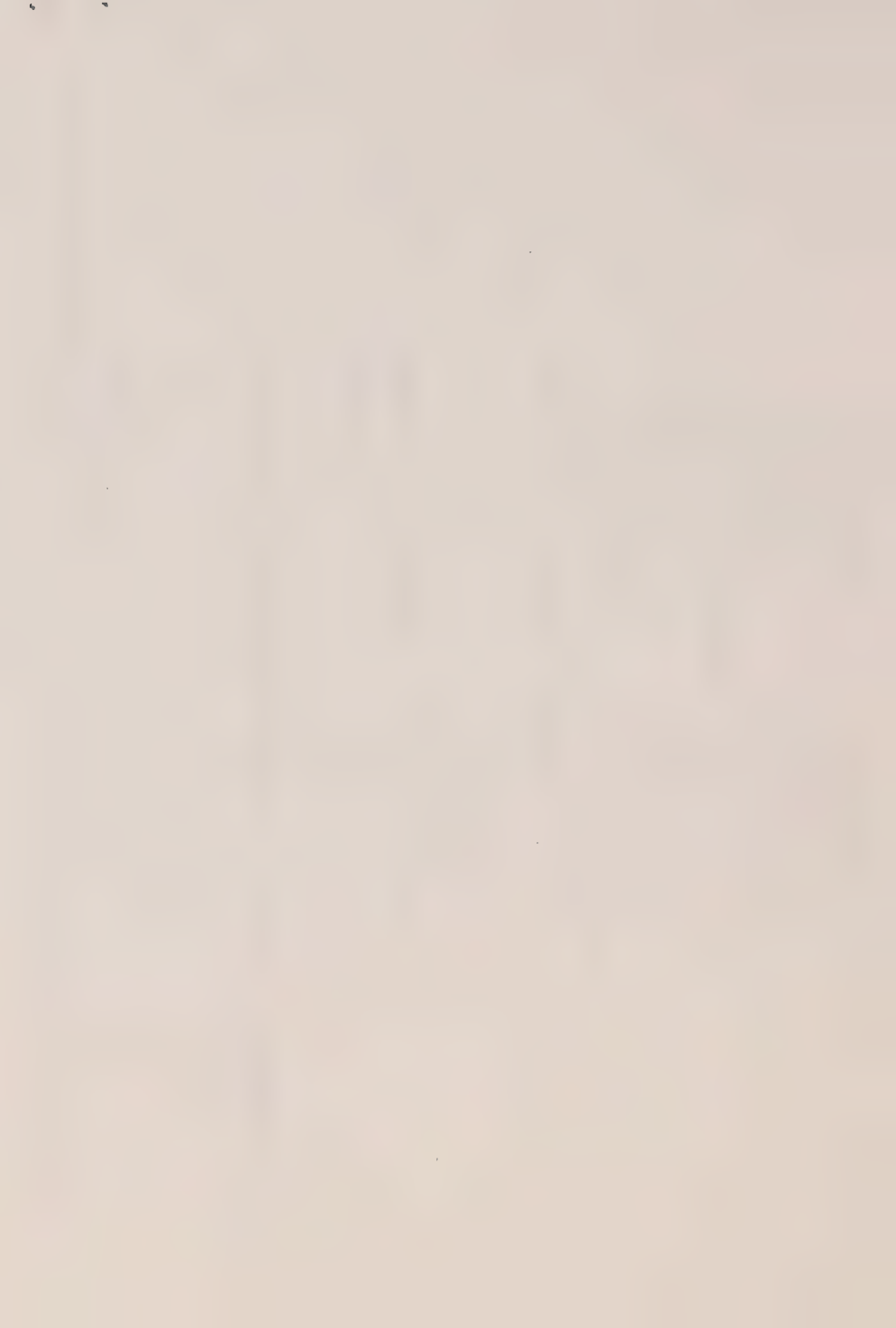
Teddy Kehoe

Alta-Vista

Don Kay

Gloucester

Joe Quinn



Municipal elections results - Hull, February 2, 1975

Mayor:

Gilles Rocheleau

Aldermen elected, by wards:

Dollard	Fernand Mutchmore
Lafontaine	Jean-Yves Gougeon
Laurier	Jean-Paul Sabourin
Mont-Bleu	Pierre Ménard
Montcalm	André Careau
Tétreault	Paul-Emile Poulin
Vanier	Paul Brunet
Wright	Fernand Nadon



Ministry of State

Urban Affairs
Canada

Ministère d'État

Affaires urbaines
Canada

Table 12 (cont'd)

*Guyon (village)	William Burke, Mayor
Ste Cecile de Masham	Joseph Matte, Mayor
Templeton (village)	François Leclerc, Mayor
Templeton East (district)	Gaëtan Quesnel, Mayor
Templeton East (eastern part)	Jean Saint-Louis
Templeton West (district)	Noël Charette, Mayor
Touraine (town)	Donald Poirier, Mayor
Wakefield (district)	Raymond Daly, Mayor
Wakefield (village)	A. Broom, Mayor
Wakefield East (district)	Richard Thibault, Mayor

* Member of the Executive Committee

munications and traffic routes;

- (3) the nature and approximate location or urban facilities;
- (4) the nature, location, and approximate layout of public utility services;
- (5) a development plan for the territorial limits of the municipalities (section 142);
- the establishment of a centralized service for data-processing, invoicing, and sending out tax-accounts;
- the establishment of intermunicipal drinking-water and drainage systems;
- the development of minimal building standards (section 105);
- the standardization of traffic regulations, the synchronization of mechanical traffic-control systems on the main traffic routes and intermunicipal streets (section 105);
- the disposal of garbage (section 105);
- recreation of a regional nature, including the establishment of regional parks (section 107);
- the construction of low-rent housing (section 107);
- the coordination and/or integration of police services (section 107);
- the coordination of fire-protection services (section 107);
- public health (section 107);
- the right to impose either a tax based on real estate assessments payable in its territory, or a tax based on the annual value, or both at the same time (section 183);
- the right to expropriate (section 94) with priority over any other municipality (section 96);
- the rights to sue at law, to acquire or sell property, to build, etc. (section 92);
- the right to conclude agreements within its field of competence with the Government of Canada or any

other body (section 93),

2.4 Committees and Boards of the Council

2.4.1 Boards

The Council, at the time of its creation, established a series of boards to deal with:

- finance;
- standardization of traffic regulations;
- minimal building standards;
- garbage disposal;
- coordination of police and fire services;
- recreation of a regional nature;
- public health.

In fact, only the first four boards have functioned on a more or less regular basis (about two meetings a year). Each board consists of between eight and ten members of the Council.

2.4.2 Committee for Structural Study

A Committee for studying the structures of the O.R.C. was created in December 1973, with the objective of proposing changes in the functioning and structures of the O.R.C.. There are ten members of the Committee: five from the Community Council and five from the Executive Committee.

2.5 The Executive Committee

2.5.1 Composition

The Executive Committee of the Regional Community consists of eight members, including the Chairman, who is nominated by the Government of Quebec. Three of these members represent the City of Hull and are nominated by the municipal Council, one represents the Town of Gatineau, and one represents each of the three other sectors of the O.R.C. (nominated by the Assembly of Delegates from the municipalities in

each sector). The term of appointment for members of the Executive Committee is four years, and they receive \$7,500 a year (except the Chairman, whose salary is fixed by Quebec).

2.5.2 Meetings

In theory, the Executive Committee must meet at least twice a month; in fact, there were 29 meetings of the Executive in the course of the year 1973 (25 in 1972). The President/Director-General of the Development Corporation has the right to attend meetings of the Executive Committee (but no right to vote) and, conversely, the Chairman of the O.R.C. Executive Committee may attend meetings of the Corporation (O.D.C.). In actual practice, the President/Director-General of the O.D.C. has attended meetings only when matters of common interest were under discussion.

2.5.3 Committees

The Executive Committee has established the following study committees:

- personnel selection;
- plans for the development and treatment of data;
- integration of personnel and facilities;
- finance;
- works and planning;
- buildings;
- household garbage.

Each of these committees, which meet on an irregular basis, consists of about three members (plus the Manager and the Secretary and/or the Treasurer as the case may be).

2.5.4 Powers

The general functions of the Executive Committee are to administer the affairs of the Community, to nominate officials, and to implement the decisions taken by the Council. For a more complete description of

the powers of the Executive Committee, see the Outaouais Regional Community Act, sections 22-32.

2.6 The Chairman

The Chairman of the Executive Committee is nominated by the Lieutenant-Governor in Council for a period of four years, and he exercises his functions full-time. "The Chairman shall devote the whole of his time to the service of the Community and may not have any other employment or paid occupation or any other public functions" (Outaouais Regional Community Act, section 19.).

Powers: The Chairman directs the affairs and activities of the Community; more specifically, he has the right to supervise and control the officers and employees of the Community, and he sees to the implementation of the regulations and decisions of the Council and of the Executive Committee. Further, he is ex officio a member of all committees and boards established by the O.R.C. Jean-Marie Séguin, Mayor of Hull, was nominated Chairman of the Executive Committee in February 1974, replacing H.-Léon Leblanc, whose term had expired.

3 Administrative structures

2.1 General structure

The Outaouais Regional Community has a Manager system. The heads of services (except for the Secretary and the Assessment Commissioner) report to him (see Figure 9 for the organization chart). A statement of the revenues and expenditures of the Regional Community can be found in Table 13.

3.2 Personnel: sixty-three employees.

3.3 The Services

3.3.1 The Planning Service

Functions: The Planning Service is responsible for the elaboration of the development plan for the territory of the Community.

Personnel: nine persons.

3.3.2 The Engineering Service

Functions: The Engineering Service is responsible for the operation of the region's water treatment plant and drainage works.

Personnel: fifteen persons (of whom four are engineers, and nine are in charge of the regional filtration plant).

3.3.3 The Assessment Service

Functions: The Assessment Service laid down the first register of standardized assessment for the O.R.C. municipalities in December 1971.

Personnel: twenty-two persons.

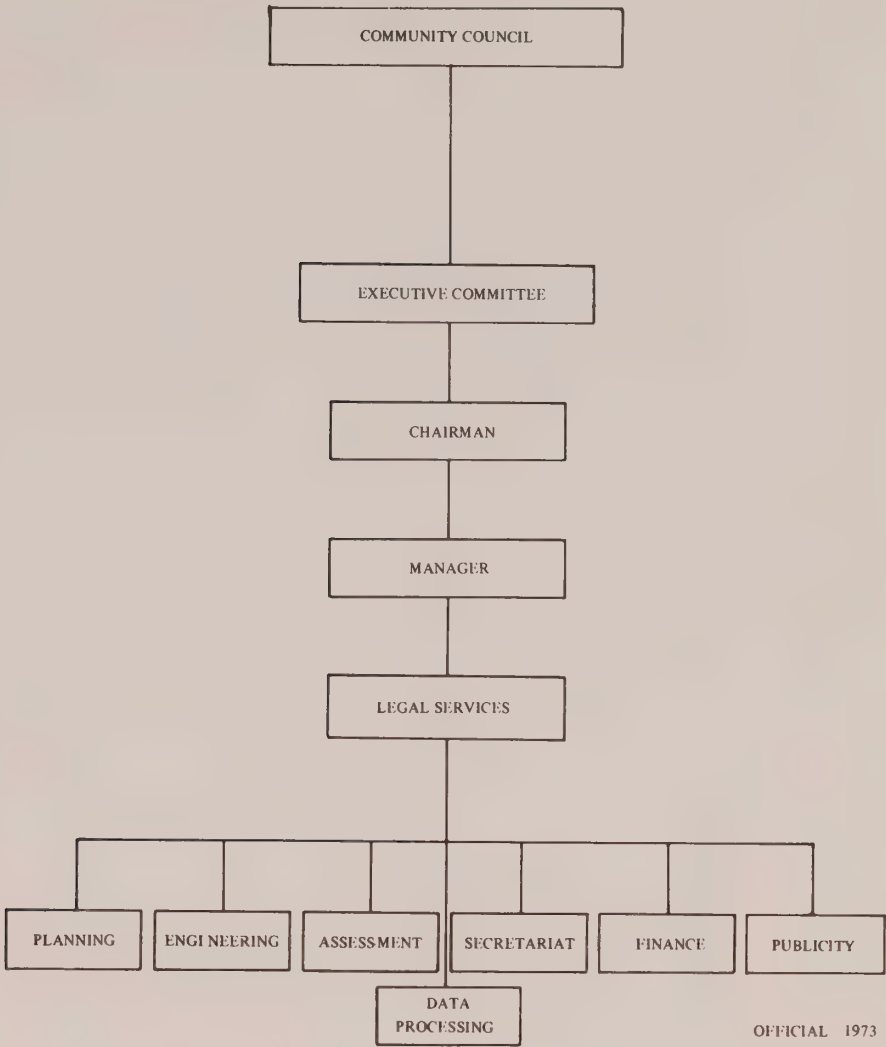
3.3.4 Administrative Services

- | | |
|---------------------------|--------------------------|
| - Secretariat | six employees |
| - Financial Service | four employees |
| - Data processing Service | six employees |
| - Publicity Service | one employee (part-time) |

In addition, the Regional Community occasionally retains the services of legal counsel.

3.4 Administrative superstructure

At the administrative level, the administration of the affairs of the Community is entrusted to a Manager (subject to the authority of the Executive Committee). More specifically, the Manager exercises his authority over the different heads of services (with the exception of the Secretary and the Assessment Commis-



OFFICIAL 1973

FIGURE 9 OUTAOUAIS REGIONAL COMMUNITY – ORGANIZATION CHART

Table 13 Outaouais Regional Community - Statement of Revenue
and Expenditure (General Section) for the financial
year ended December 31, 1972

Revenue	
Contributions from the Municipalities	\$ 477,593.24
Special Taxes	
Regulation Number 4	9,040.00
Regulation Number 5	133,240.00
Interest on Projected Debt Issues	48,467.78
Preparation of Tax Roll	167,000.00
Metered Water Sales	255,846.28
Fiscal Penalties	264.87
Appropriation of Surplus from the Preceding Year	47,465.28
	<hr/>
	\$1,138,917.45
Expenditure	
Legislative Services	155,134.64
Office of the Chairman	4,100.73
Office of the Manager	25,532.19
Financial Services	25,349.78
Office of the Secretary	19,213.29
Assessment Office	88,822.29
Legal Services	10,013.93
Technical Services	29,721.98

Table 13 (cont'd)

General Office	\$ 60,546.37
Filtration Plant	255,846.28
Insurance	5,992.74
Revenue Control	21,423.00
Buildings	31,271.81
Communications	6,673.97
Publicity	3,189.48
Debt Service	359,259.12
Bank Charges	1,298.97
	<hr/>
	\$1,103,390.57
Excess of Revenue over Expenditure	35,526.88
	<hr/>
	\$1,138,917.45

sioner) and maintains liaison between the Executive Committee and those heads of services. He also ensures communications between the officials of the Community, in general, and the Executive; in addition, he supervises the presentation and coordination of the budgetary estimates of the different services. The Manager, like the Secretary and the Treasurer of the Community, is appointed by the Council, and his remuneration is fixed by the Executive Committee.

4 The Outaouais Regional Community Transit Commission (CTCRO)

The Outaouais Regional Community Transit Commission is a public corporation, which was officially established on June 16, 1971, in accordance with section 205 of the Outaouais Regional Community Act (Chapter 85 of the 1969 Statutes). Its mandate is to operate a general network of public surface transport (below or above ground) in part or all of its territory (that of the O.R.C.), in accordance with section 206 of the Act.

The Transit Commission consists of three Commissioners, one of whom is the President/Director-General; the latter is appointed by the Government of Quebec, while the other two Commissioners are appointed by the Regional Community Council. President/Director-General of the Commission for 1973-1974 is Mr. Pierre Carron.

The CTCRO has five divisions:

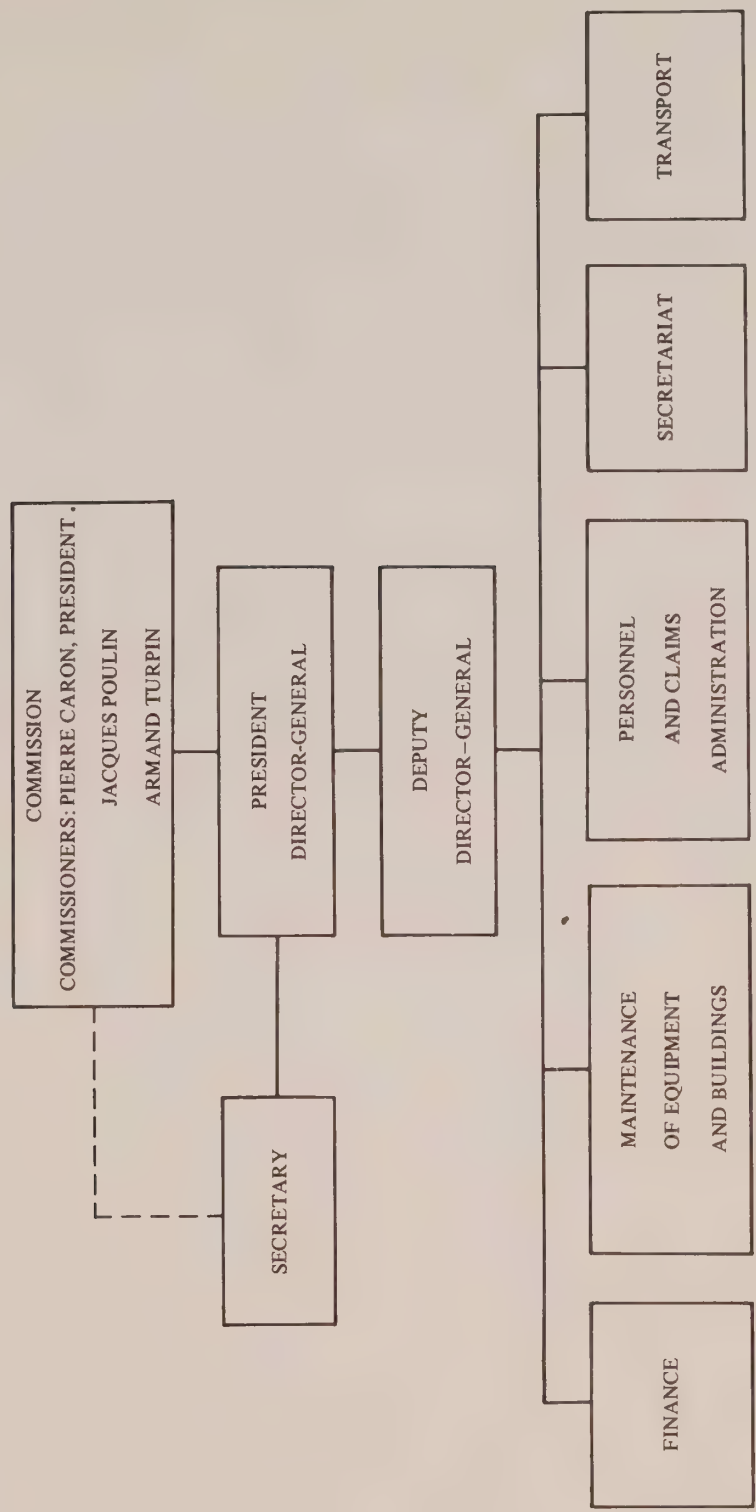
- finance;
- personnel and claims administration;
- equipment maintenance;
- secretariat;
- transport.

(See Figure 10 for the organization chart.).

Personnel: As of December 31, 1972, the CTCRO had 355 employees, including 75 urban bus drivers and 230 school bus drivers (the latter all employed part-

time).

Budget: Revenue for the fiscal year 1972 amounted to \$1,884,257.97, and expenditure to \$1,778,858.98 (see Table 14 for a detailed list of revenue and expenditure).



OFFICIAL 1973

FIGURE 10 OUTAOUAIS REGIONAL COMMUNITY TRANSIT COMMISSION - ORGANIZATION CHART

Table 14 The Outaouais Regional Community Transit Commission - Statement
of Revenue and Expenditure for the financial year ended December
31, 1972

	Actual	Budget
Revenue:		
Schools transport	\$ 995,582.75	\$ 1,412,840.00
Deduct: Sub contracts	83,623.11	---
	<hr/>	<hr/>
	\$ 911,959.64	\$ 1,412,840.00
Communal transport	922,127.55	1,112,852.00
Sundry	10,170.78	---
	<hr/>	<hr/>
Total Revenue	\$ 1,844,257.97	\$ 2,525,692.00
Expenditure:		
Cost of operations (net), see page 84	\$ 1,778,858.98	\$ 2,758,036.00
	<hr/>	<hr/>
Direct allocation of budgetary administration funds	\$ 65,398.99	\$ (232,344.00)
	13,908.66	---
	<hr/>	<hr/>
Surplus (deficit) from operations	\$ 51,490.33	\$ (232,344.00)

Table 14 (cont'd)

	Actual	Budget
Maintenance and Repairs:		
Maintenance of equipment	\$ 227,374.61	\$ 412,000.00
Tires and tubes	15,213.99	32,000.00
Fuel	164,111.57	300,000.00
Buildings	27,884.18	8,000.00
	<hr/>	<hr/>
	\$ 434,584.35	\$ 752,000.00
Salaries and Fringe Benefits:		
Drivers and maintenance personnel	\$ 799,522.48	\$ 765,000.00
Superintendents and inspectors	149,889.52	110,000.00
	<hr/>	<hr/>
	\$ 949,412.00	\$ 875,000.00
Administration:		
Salaries and fringe benefits	\$ 156,724.38	\$ 435,500.00
Entertainment expenses and allocation of expenditure	19,991.29	24,000.00
Professional fees and legal expenses	9,721.70	20,000.00
Office expenses	50,635.81	8,000.00
Announcements, publicity, and public relations	19,337.05	25,000.00

Table 14 (cont'd)

	Actual	Budget
Bank charges and interest	\$ 115,664.96	\$ 150,000.00
Rent	8,636.89	7,536.00
Insurance	\$ 380,712.08	\$ 670,036.00
Licences	\$ 45,388.40	\$ 75,000.00
Licences	\$ 4,999.70	\$ 10,000.00
Depreciation and amortization of capital	---	\$ 250,000.00
Unforeseen	\$ 28,331.27	\$ 126,000.00
Total	\$ 1,843,427.80	\$ 2,758,036.00
Deduct: organization expenses capitalized by regulation	65,568.82	---
Total operating expenditures (net)	\$ 1,778,858.98	\$ 2,758,036.00

II Political and administrative structures and urban development

Political and administrative structures and urban development

The purpose of this second part of the Ottawa-Hull area study is to review municipal and regional bodies which intervene in the urban development process, specifically in the areas of land use planning and transportation. In order to present a more realistic picture of activity in these two areas, we include in this section provincial and federal departments and agencies which influence land use planning or transportation policies within the Ottawa-Hull region.

A Urban land use planning

1 Bodies involved at the municipal level

1.1 City of Ottawa

1.1.1 Department of Community Development

1.1.1.1 Planning Board of the City of Ottawa

For a description of the structures of the Planning Board, see 1-A-4.1. At the present time the Planning Board deals with questions relating to current planning operations, long-range planning and research, but it is likely that responsibility for current questions will be given to the Planning Branch within the near future. The Planning Board makes recommendations to the Board of Control.

Support work for the Planning Board is done by the Planning Branch. The personnel of the Board as such is limited to one position, the Secretary to the Board.

The N.C.C. Assistant General-Manager of the Planning Policy and Environment Directorate (in 1973-1974, Mr. R. Clack) sits on the Ottawa Planning Board.

1.1.1.2 Planning Branch

Planning Branch activities can be divided into three categories: current development controls, long-range planning, and research. At the present time, land use within the City of Ottawa is regulated by the Official Plan and the Zoning By-law (By-law A2 64 as amended). An updating of the Zoning By-law is being considered by a staff committee with representatives from the Planning Branch, Building Inspection Branch and Legal Services Division. The Branch is involved in current activities relating to development controls, such as zoning subdivisions, site plan approvals, etc. Coordination with other agencies on those

questions is now done through a Branch Committee (composed of Planning Branch personnel), that circulates proposals to other agencies. Previously, there existed a Technical Advisory Committee composed of representatives from the other agencies. This was recently disbanded in favour of the new procedure.

In terms of long-range planning, the Planning Branch is in the middle of a five-year process to develop a new comprehensive plan for the City of Ottawa. The final plan is expected in the summer of 1978. This plan is being developed through the preparation of neighbourhood plans covering the entire City. For these, the City has made a commitment to participatory planning, with a stated intent "to try to involve local citizens to a greater extent in the neighbourhood planning programmes." The first of the neighbourhood studies, those for Pinecrest-Queensway and for Sandy-Hill, have reached the concept plan stage.

The final area of activity of the Planning Branch is their research activities. These have recently become an important sector of activity and the research program is now on a five-year basis to fit in with the development of the new comprehensive plans. Studies currently underway are: Parking Study, Systems Feasibility Study and Commercial Study.

The major mechanism for coordinating current implementation activities is through the circulation of pertinent documents by the Branch Committee to interested agencies. For a list of the officials to whom documents are circulated, see Table 15. In the case of long-range planning, the planners have informal contacts with officials from the regional municipality, the N.C.C., etc. The research studies have involved considerable input by staff from the N.C.C. and from the regional municipality.

Table 15 City of Ottawa - Planning Branch
Committee Circulation List, 1974

-
- For:
1. Official Plans, Secondary Plans, Area Development Plans
 2. Zoning By-Laws
 3. Subdivisions, Reference Plans, Condominiums
 4. Urban Renewal and Redevelopment Plans
 5. Street Naming
 6. Site Plans, Housing Projects
 7. Road Closings and Openings

City of Ottawa Officials.

Mr. J.G. Reid
Director of Planning

Mr. R.G. Madziya
Division Head
Research and General Planning

Mr. J.P. Tucker
Acting Director
Recreation and Parks

Mr. L. Gatien, Superintendent
Planning and Construction
Separate School Board

Mr. J.C. Bartle
Planning Officer
Board of Education

Mr. R.W. Borrowman
Director of Protective Services Branch

Mr. R.F. Buckingham
Chief Building Inspector

Mr. J. Moorman
Chief Property Standards Officer

Mr. A.A. Johns
Director of Roads and Sanitation Branch

Mr. L.D. Smith
Director of Sewer Services and
Pollution Control Branch

Mr. G.A. McKnight (not zoning)
City Surveyor

Table 15 (cont'd)

Mr. S. Baldwin
Commissioner of Finance

Mr. D.V. Hambling, Q.C.
City Solicitor

Mr. M.C. Instance
Director of Property Branch

Mr. G.R. Brady, General Manager
Ottawa-Carleton Regional Transit Commission

Mr. F.L.G. Askwith, General Manager
Ottawa Hydro Electric Commission

Chief P. Larkin, Fire Chief

Chief L.J. Fisher, Parking Manager
Parking Authority

Mr. J.W.C. Rook-Green, General Manager
Commercial & Industrial Development Corporation

Mr. S.M. MacLaurin, Supervising Engineer
Planning, Bell Canada

Mr. H. Townsend, Ottawa Gas

Mr. Beric Graham Smith, Branch Architect
Central Mortgage and Housing Corporation

Mr. T. O'Brien, Attention Mr. R. Cardill
Regional Manager, Department of Public Works
Director of Urban Development

Mr. J. Muckleston, Manager
Ottawa Housing Authority (OHC only)

Mr. H. Pullen, (OHC only)
Ontario Housing Corp.

Mr. John Begin, (OHC only)
Local Improvement Section
City Clerk's Office

Plans Administration Branch, (Information
only)
Ministry of Treasury
Economics & Inter-Governmental Affairs

Table 15 (cont'd)

Mr. D.L. McDonald
Assistant General Manager
National Capital Commission

Mr. David C. Symons
Assistant Director Planning
National Capital Commission

Regional Officials
For items related to 1,2,3,4,5,

Mr. J.W. Wright,
Commissioner of Planning

For items related to 6,7.

Mr. G. Wetherall
Commissioner of Planning
who will also reply on behalf of:

Mr. J.M. Wright
Commissioner of Planning (for items 6,7.)

Mr. K.G. McLean, Director
Traffic Engineering Services

Mr. J.H. Lowther, Finance Commissioner

Mr. H. Douglas, Medical Officer
Ottawa-Carleton, Vanier, District Health
Units

Mr. S.R. Godfrey, Commissioner
Social Welfare

Mr. W.L. Keay, Director
Pollution Control Division
Works Department

Mr. G. Wetherall, Commissioner of Roads (for
items 3,4,5)

1.1.1.3 Urban Development Branch

Up to the present time, the activities of the Branch have been largely related to the urban renewal program in Lower Town East. This project is managed by a committee with representation from municipal, provincial and federal governments. The committee meets monthly to discuss progress made and takes decisions on policy questions relating to the project.

This Branch is expected to undertake new responsibilities related to neighbourhood rehabilitation. According to the Plan Organization, the Urban Development Branch has been re-organized on a project basis since it is anticipated there will be new projects as the area planning studies unfold. With the passage of new Federal legislation, Bill C-133, which pertains to neighbourhood rehabilitation, the continuing need for this Branch is guaranteed. It is only a question of time before the City will be actively involved in such programs.

1.1.2 Department of Physical Environment

The Department of Physical Environment is consulted on major projects related to land use planning (see Table 15). Officials of the four major branches (Protective Services, Roads and Sanitation, Sewer Services and Pollution Control, Property) receive documents circulated by the Planning Branch Committee. The Department's involvement in the operational aspects of land use planning can be seen from the list of departmental goals (see Appendix 2).

1.2 The City of Hull

1.2.1 The Urban Planning Commission

The Urban Planning Commission has consultative responsibilities. It deals with matters affecting urbanization and formulates recommendations which go to the Municipal Council. The Commission consists of

seven persons, two of whom are members of the Council (the Mayor and a Councillor). The Commission has no employees.

1.2.2 The Urban Planning Service

The work of the Urban Planning Service is divided into planning activities (the Planning and Development Division) and executive activities (the Building Permits Division).

The first category includes the formulation of the master plan, the zoning regulations, and the Housing Code. Although the master plan was prepared by a consultant, the Urban Planning Service made it operational and submitted it to intermediary bodies and to the public. This plan was approved in principle in 1971 but has not yet been officially adopted. The zoning regulation made in accordance with the plan has been the subject of a series of public meetings in each of the Hull Wards.

The Urban Planning Service has also worked on the elaboration of a Housing Code. In January, 1974, the Code was approved by the Council, but it was subsequently rejected by the taxpayers at the public meeting required under the Cities and Towns Act (section 426). The project is now suspended.

The Urban Planning Service has many contacts with the Outaouais Development Corporation (see II-A-2.2.3.1) with whom joint studies have been carried out. In addition, the Urban Planning Service was consulted by the O.R.C. when the latter's development plan was being formulated.

1.3 Joint (Ottawa and Hull) arrangements

Following a joint meeting of the two councils on December 19, 1973, a Steering Committee was set up with three elected officials from the Ottawa and Hull City Councils. The exact mandate of the Committee is not yet clear but certain items which were

referred to it, such as the exchange of planning information, have implications for land use planning.

2 Bodies involved at the regional level

2.1 Regional Municipality of Ottawa-Carleton

2.1.1 Planning Board of the Regional Municipality of Ottawa-Carleton

According to the R.M.O.C. Act, the Planning Board is the Regional Council. In fact, the Board has delegated its planning responsibilities, except those involving a financial commitment, to the Planning Committee. The Board will shortly be studying the Ottawa-Carleton Official Plan.

2.1.2 Planning Committee

For a description of the structures of the Committee, see I-C-2.4.2. At the present time the Committee studies both questions of implementation and of long-range planning, but it is likely that a review will be made of the terms of reference of the Committee. Following the publication of the regional Draft Plan, the Committee was involved in public discussions on the Draft Plan. These discussions were concluded by the end of January, 1974, to permit the Committee to present the Plan to Council by May, 1974.

2.1.3 Land Division Committee

The members of the Committee are appointed by regional Council from outside the Council. The Committee judges cases of land severance in those member municipalities without official plans.

2.1.4 Planning Department

The work of the Planning Department falls into two categories; that related to implementation activities and that related to the development of the Official

Plan.

The implementation activities have been more considerable than first imagined. It was felt in 1969 that current activities would involve less than full time work for one of the five planners in the Land Planning Branch. In fact, two of the five have worked full time in this area. The major development control of the Planning Branch will be the Official Plan, as the R.M.O.C. Act stipulates that all local official plans and zoning by-laws must be in conformity with the Regional Official Plan (R.M.O.C. Act section 68-7).

For the present time, the implementation activities of the Branch are the following:

- comments to the Minister on subdivision proposals;
- comments to the Minister on local official plans;
- objections to the Ontario Municipal Board on zoning changes; and
- the controlling of water and sewer services.

The most important activity of the Department has been the preparation of an official plan for the region. The R.M.O.C. Act obliges the region to prepare an official plan. (According to Section 69-2, the plan was to be adopted by December 1972.) The Draft Official Plan for the Ottawa-Carleton Planning Area was published in August 1973 and, following this, a program of public information and discussion was initiated.

The Draft Plan set down a series of goals, chose a pattern of growth based on the creation of a number of new compact communities to be developed immediately outside the greenbelt containing employment nodes and connected directly to the core area by transportation corridors.

2.1.5 Ottawa-Carleton Provincial-Regional Liaison Committee

The Ottawa-Carleton Provincial-Regional Liaison

Committee was set up to coordinate provincial and regional policies in relation to the Regional Official Plan.

The Committee was intended to provide provincial representatives with information about the regional viewpoint and, at the same time, provide regional planners with information about developments in provincial policy. The Committee is chaired by the chief planner for the region, John Wright, and includes planning staff of the regional municipality, representatives from the Plans Administration Branch of the Department of Treasury, Economics and Intergovernmental Affairs (TEIGA) (this branch is now part of the Ministry of Housing), the field office representative of this Branch, representatives of the Regional Development Branch of TEIGA and representatives from the Ministry of the Environment (regional officers). Other agencies may be represented for the discussion of particular items. The Committee meets three or four times a year.

The structures for coordination in relation to the transportation part of the Official Plan will be described at a later stage (see Section II-B-2.1.3).

Relations between the Planning Department and other departments within the Regional Municipality (especially with the Works, Roads and Traffic Services) are informal.

Relations between the City of Ottawa and the Planning Departments take the form of regional comments to items circulated by the City.

There are no formal mechanisms of liaison between the Regional Municipality and the N.C.C. Discussion on the regional plan will likely take place between the N.C.C. and the region, once the final form of this plan is agreed on by the region.

Little contact exists between R.M.O.C. and the C.R.O., although certain planning documents are exchanged.

2.1.6 Works Department

The Department has responsibility for the supply and distribution of water and for the construction of trunk sewers and sewage treatment facilities (For a description of the Department's structures, Section I-C-3.3.6).

As the regional municipality is the only body legally able to run a water system, this department has a great deal of influence on regional land use. When R.M.O.C. was established, a study was prepared indicating sewage disposal needs and the development that has occurred has basically followed the recommendations of the study. Although regional responsibility is only for trunk sewers, the region must approve sewers undertaken by local municipalities. In 1972, an agreement was signed between the federal, provincial and regional governments for a major project of construction of sewer and pollution control facilities.

2.1.7 Intergovernmental Committee on the project for sewer and pollution control facilities

An intergovernmental committee has been set up to supervise the project of construction of sewer and pollution control facilities, mentioned above. The federal government is represented on the committee by two officials of the N.C.C., the provincial government by three representatives, two from the Department of Treasury, Economics and Intergovernmental Affairs (a finance officer and a planning officer) and one from the Department of the Environment, and the regional government by four or five officials from the regional municipality.

2.1.8 Other existing regional structures.

2.1.8.1 Commercial and Industrial Development Corporation of Greater Ottawa

The Corporation has two main activities: providing services to industry established in the area (particularly working for the development of industrial parks) and encouraging new industry to settle in the Ottawa-Carleton area. The Board of Directors is composed of 28 people, with a majority from business and industry. The Board also includes representatives from the N.C.C., the Regional Municipality and the City of Ottawa.

The Regional Municipality pays for approximately 80 percent of the Corporation's budget. The regional planning director, Mr. John Wright, sits on the executive of the Corporation.

2.1.8.2 Eastern Ontario Region

The Ontario government is about to officially designate the Eastern Ontario region as a planning area under the Ontario Planning and Development Act. Once this is done, a series of three advisory bodies will be officially constituted, regrouping Ontario civil servants working within the area, municipalities within the region and the private sector.

2.1.8.3 Conservation Authorities

Three conservation authorities exist within the boundaries of the Regional Municipality of Ottawa-Carleton: the Rideau Valley Conservation Authority, the Mississippi Valley Conservation Authority and the South Nation River Conservation Authority. However, it is the Rideau Valley Conservation Authority that covers the largest part of the regional municipality.

There are 52 members on the Rideau Valley Conservation Authority, all of whom are appointed by municipalities within the watershed area covered by the Authority. The Authority meets three times a year.

An executive committee of 13 people meets once a month. The staff numbers eleven, the 1974 budget totals \$856,000. The Authority operates under the Conservation Authorities Act. It purchases land and develops it for recreational purposes.

2.1.8.4 Interministerial Committee (Eastern Ontario)

There exists a consultative committee of officers of Ontario government departments situated within the Eastern Ontario region. The Committee was set up by the Regional Director of the Department of Industry and Tourism (T.A. Lilloco) in September 1973, in order to constitute a liaison network. The focus of the Committee is the resource policy field and departments represented are Industry and Tourism, Natural Resources, Health, Environment, Treasury Economics and Intergovernmental Affairs and Transportation and Communications.

2.2 The Outaouais Regional Community

2.2.1 Planning Service

The Planning Service, of which Mr. Serge Timothée was Acting Director in 1973, has been principally responsible for the elaboration of an interim development plan for the territory of the Community. For this purpose, several studies were done, both by the staff of the Service and by consultants (office-consultants); among other subjects, these studies dealt with land use and facilities, housing, transport, business, population, etc.

2.2.1.1 Relations with the Joint Committee (Technical) for the Coordination of Outaouais Development Policies

The Planning Service of the Outaouais Regional Community also participates in the Joint Technical Committee established in May, 1972; their objective is

to coordinate development policies at the regional level.

2.2.1.2 Relations with the Community Planning Committee

In December 1972, a Planning Committee was created which is responsible for acquiring details of the development plan and for deciding on all actions deemed necessary in relation to the plan. This Committee of ten members includes, among others, the Chairmen of the three regional organizations (O.R.C., O.D.C., CTCRO). In addition to playing an important part in this Committee, the Planning Service has also responded to many requests (for information and technical assistance) from the municipalities located within the territory of the Community.

2.2.2 The Engineering Service

The Engineering Service must ensure the operations of the water treatment plant of the O.R.C., which mainly serves the towns of Hull, Pointe-Gatineau, and Touraine (this plant has been in operation since September 1971).

In the last year, the following work has been (or is on the point of being) completed: the weir on the Brasserie brook (the cost of which was met, one-third each, by the Government of Quebec, the City of Hull, and the National Capital Commission); the connections of the master water conduits towards Touraine and Pointe-Gatineau (the same distribution of costs in addition to the participation of the municipalities of Lucerne, Touraine, and Pointe-Gatineau); and, finally, the first phase of the installation of the north regional collector. The sewage mains will run from Aylmer to Templeton West by way of Lucerne, Hull, Pointe-Gatineau and Gatineau. The filtration plant will be located at Templeton West. The cost of the first two projects was around \$2,100,000 and

\$5,000,000, respectively. The total cost could be as high as \$80 to 100 million.

The Engineering Service maintains contact with several other bodies under various agreements.

With regard to water purification, a tripartite agreement was signed on September 13, 1971 among the O.R.C., the Government of Quebec, and the N.C.C. It provides for works (filtering plants, weirs, and regional collectors) to an amount of \$45,000,000. Since July 1972, coordination of these works has been assumed by the O.R.C. through a project coordinator who ensures liaison between the various consulting engineers and the municipalities concerned. Part of the work, phase one of the north collector, is already in progress; other projects, such as the Buckingham-Masson water treatment plant, are also being studied.

At another level, the O.R.C. Engineering Service participates with regional bodies in various committees:

- a snow-disposal study (in conjunction with the Ottawa-Carleton Regional Municipality);
- a study on the disposal of household garbage (with the N.C.C. and the Ottawa-Carleton Regional Municipality);
- a technical committee for the purification program (with the N.C.C. and the Government of Quebec).

2.2.3 Other Outaouais regional structures in Quebec

2.2.3.1 The Outaouais Development Corporation

The Outaouais Development Corporation (O.D.C.) is a para-governmental corporation created under the Outaouais Regional Community Act (Quebec, December 23, 1969).

The O.D.C. was formed as a result of considerable pressure from municipalities and organizations in the region, following the recommendation of the

Dorion Commission (the Commission to Study the Integrity of the Territory of Quebec) in its report tabled in December 1968. The special geographic location of the Outaouais region (as part of the National Capital Region), together with the presence of a powerful federal body, the National Capital Commission (N.C.C.), made it necessary to establish an organization like the O.D.C. in the Outaouais region.

Territory:

The territory of the O.D.C. covers the municipal counties of Gatineau, Hull, Pontiac, and Papineau (see Figure 11). The population of the territory was numbered in 1970 at 215,700 persons grouped in 102 towns and villages. Hull is regarded as the regional metropolis.

Composition:

The O.D.C. is answerable to the Minister of Municipal Affairs (Mr. Victor Goldbloom) through the intermediary of the Deputy Minister (see Figure 14). It is composed of five members, including the President/Director-General and the Vice-President, all appointed by the Lieutenant-Governor in Council. Under the terms of the Act, at least three of the members chosen must reside in the territory of the Corporation. As of March 31, 1972, the five members were: Mr. Antoine Grégoire (Hull), President/Director-General; Mr. Richard L. Séguin (Sainte Foy), Vice-President; Mr. William Burke (Quyon), Mr. Robert Le Boeuf (Beauport), and Mr. Fernand Philips (Gatineau).

Mr. Lionel Marleau acts as Deputy Director-General and Secretary of the Corporation. He was appointed by the members. During the year 1971-72, the members held ten ordinary meetings.

Structure:

The organization chart of the Corporation (see Figure 12) comprised six main Directorates at March 31, 1972:

- The Directorate of Industrial and Commercial

Expansion (four employees);

- the Directorate of Tourism (two employees);
- the Planning Directorate (eight employees);
- the Equipment Directorate (six employees);
- the Directorate of Operations (three employees);
- three additional employees working in the Directorate General.

Altogether, the Corporation employed 26 persons (there were seven vacancies at the time), of whom 21 were regarded as permanent.

Powers:

The two general objectives of the O.D.C. are: to foster the economic growth of the Outaouais Region and to implement projects for industrial, commercial, recreational, and tourist facilities in the region (section 252).

To meet its objectives as assigned by the Act, the O.D.C. may plan, own, develop, and administer on its territory commercial or industrial parks, public parks, recreational, sporting, and tourist complexes; acquire real property by means of expropriation or mutual agreement; and conclude agreements with other bodies (including the federal Government) and agreements relevant to the exercise of its powers (section 271).

Budget:

The terms of the Act provide that the O.D.C. may receive \$5,000,000 annually from the Government of Quebec, for the first five years of its existence, to ensure operations. Actually, in the course of the first two financial years (1970-71 and 1971-72), subsidies from the Department of Municipal Affairs amounted to \$2,500,000 a year. For a statement of revenue and expenditure, see Table 16.

Activities:

During 1971-72, the O.D.C. stressed the implementation of first priority projects for industrial and tourist installations, establishing three regional

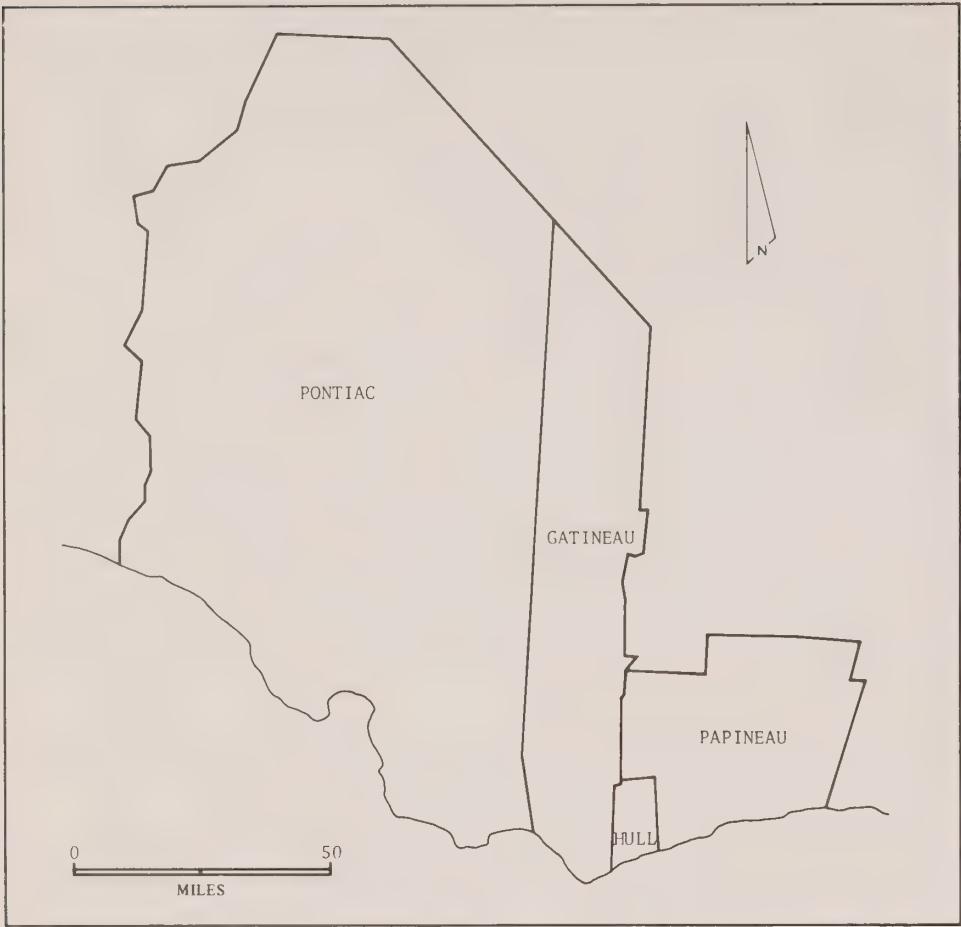


FIGURE 11 MAP OF THE TERRITORY OF THE
OUTAOUAIS DEVELOPMENT CORPORATION

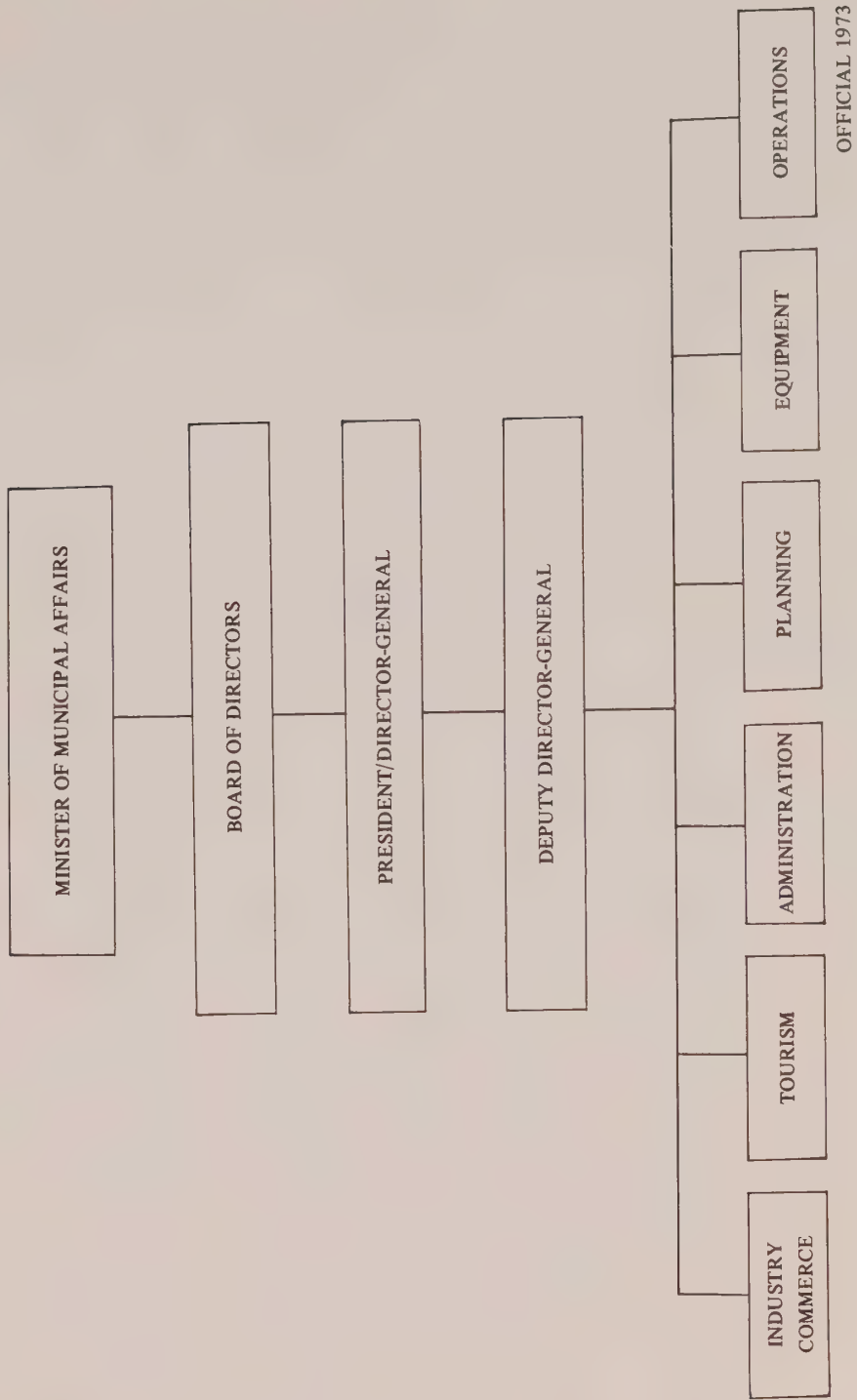


FIGURE 12 OUTAOUAIS DEVELOPMENT CORPORATION – ORGANIZATION CHART

Table 16 Outaouais Development Corporation - Statement of Revenue and Expenditure,
 Budgetary Administration Funds for the period ended March 31, 1972

Revenue	
Subsidies from the Department of Municipal Affairs	\$ 2,500,000.00
Appropriation of surplus from preceding year	10,234.22
Capital expenditure from recovered capital fund and loans	128,539.41
	<hr/>
	\$ 2,638,773.63
Expenditure	
Salaries	\$ 317,502.57
Allowance for responsibility expenses	15,600.00
Fringe benefits	32,320.90
Accommodation	37,862.90
Office expenses	35,381.83
Furniture and technical equipment	16,975.42
Maintenance and repair of vehicles	1,509.20
Travel expenses	18,232.35
Expenses of meetings	2,223.57
Hospitality	4,121.27
Recruitment, training, and development of personnel	6,143.04
Professional fees, studies, and research	85,777.64
Promotion and publicity	97,723.35
Project operation expenses	2,066.00
Investments from revenue	20,095.07

Table 16 (cont'd)

Subsidy to the Outaouais Regional Community	\$ 300,000.00
Payment to the Department of Highways	1,500,000.00
Other expenses	435.00
	<hr/>
	\$ 2,593,970.11
Administrative surplus for the year	44,803.52
	<hr/>
	\$ 2,638,773.63
	<hr/>

industrial parks and nine tourist complexes.

The three industrial parks set up by the O.D.C. in 1971-72 to accommodate firms wishing to settle in the Region are: the Eastern Industrial Park, located at Templeton East with a reserve of 195 acres (mainly for manufacturing industry), the Central Industrial Park, which is in fact an addition of 214 acres to the Richelieu Park in Hull (mainly for light industry), and the Western Industrial Park, located at Lucerne, with an area of 309 acres (intended for specialized industries oriented to high technology such as Northern Electric).

The O.D.C. has also undertaken the development of nine tourist complexes to serve various purposes. The complexes at Leslie, Simon, Gagnon Lakes and Lac d'Argile are, because of their nature, defined as multi-purpose (that is, suited to many activities). On the other hand, those at Beauchamp Lake and at Lacs Deschênes and des Iles are regarded as specialized (that is, geared to reception, accommodation, and recreation). The Upper Gatineau Park, located at Maniwaki, falls into the latter category. In addition, there is Leamy Lake Park, where redevelopment work is going on to counteract pollution.

Relations with other bodies:

The relations of the Outaouais Development Corporation are particularly close with the O.R.C.; the President/Director-General of the Corporation may sit with the Executive Committee of the O.R.C., and the Chairman of the Executive Committee of the Community enjoys the same privilege at the O.D.C. Further, the Corporation contributes financially to the elaboration of the development plan and to the establishment by the Community of a specialized data processing service.

2.2.3.2 The Outaouais Regional Development Council (O.R.D.C.)

The O.R.D.C., a socio-economic association which aims at consultation and cooperation among development agencies, operates in Administrative Region Number 7 and is 70 percent financed by the Q.P.D.O. The O.R.D.C. comprises seven categories of members: municipalities, local development committees, sector councils, autonomous councils, regional employers, regional unions, and regional associations. In 1973, the O.R.D.C. held a Conference of Outaouais Municipalities. At present, its main activities are in the fields of tourism (through the Tourism Council) and of rural economy (through the Cooperative Council). The O.R.D.C. will be responsible during 1974 for a consultation project on the subject of municipal reorganization.

2.2.3.3 The Outaouais Development Objectives Committee (ODOC)

The Committee consists of the Minister of Intergovernmental Affairs, the Outaouais members of the National Assembly, some mayors from the region, and representatives of the Q.P.D.O. and the O.R.D.C. For a list of the members of ODOC, see Table 17. The Committee is responsible for the work undertaken by the Technical Consultative Committee (for a list of members, see Table 18).

2.2.3.4 The Regional Administrative Conference

The Regional Administrative Conference assembles the Regional Directors together with the regional Heads of Services of the Departments of the Government of Quebec in Administrative Region Number 7 (for a list of members, see Table 19). The Regional Administrative Conference exists only unofficially at present, but is expected to become official in 1974. Meetings are held once a month. The objectives of the

Table 17 The Outaouais Development Objectives
Committee, Members 1973-1974

Mr. Oswald Parent, Minister for the Public Service,
Minister of State for Intergovernmental Affairs, and
Member for Hull.

Mr. Michael Gratton,
Member for Gatineau

Mr. Mark Assad,
Member for Papineau

Mr. Jean-Guy Larivière,
Member for Pontiac-Témiscamingue

Mr. Zoël Saindon,
Member for Argenteuil-Deux-Montagnes

Mr. François Leclerc,
Administrator of Hull County

Mr. Jacques Ethier,
Administrator of Gatineau County

Mr. Camille Poliquin,
Administrator of Papineau County

Mr. Olla Young,
Administrator of Pontiac-Témiscamingue County

Mr. Antoine Grégoire,
President/Director-General of the Outaouais
Development Corporation

Mr. Lionel Marleau,
Secretary-General, Outaouais Development
Corporation

Mr. Jean Paré,
Director, Studies and Research,
Outaouais Development Corporation

Mr. Jean-Marie Séguin,
Chairman, Executive Committee,
Outaouais Regional Community, O.R.C.

Mr. Gilles Rocheleau,
Mayor of Hull, and Member of the Executive
Committee of O.R.C.

Table 17 (cont'd)

-
- Mr. William Burke,
Mayor of Quyon, and Member of the Executive
Committee of O.R.C.
- Mr. Jean-Marc Cloutier,
Mayor of Pointe-Gatineau, and Member of the
Executive Committee of O.R.C.
- Mr. Roger d'Aoust,
Mayor of Buckingham
- Mr. Fernand Larose,
Councillor of Buckingham, and Member of the
Executive Committee of O.R.C.
- Mr. Pierre Caron,
President, Transit Commission of the O.R.C.
- Mr. Marc Paquin,
Chairman, Outaouais Regional Development
Council; Secretary-General, Outaouais Regional
Development Council
-

Table 18 Outaouais Development Objectives Committee,
Members of the Technical Consultative
Committee (T.C.C.), 1973-1974

Mr. Hervé Bélanger
Q.P.D.O.

Mr. Denis de Belleval
Q.P.D.O.

Mr. Claude Diamant
Department of Intergovernmental Affairs

Mr. Albert Juneau
Q.P.D.O.

Mr. Paul Laliberté
Q.P.D.O.

Mr. Pierre Lavergne
Q.P.D.O.

Mr. Serge Timothée
Department of Municipal Affairs

Mr. Lionel Marleau
Outaouais Development Corporation

Mr. Nelson Tochon
Outaouais Regional Community

A Representative
Outaouais Regional Development Council

Mr. Gilles Beaudry
City of Hull

Mr. Jean Comptois
Department of Municipal Affairs

Mr. Tom Hughes
Department of Municipal Affairs

Mr. Louis Picard
Department of Transport

Mr. René Vincent
Department of Transport

Mr. Gilbert Lecuyer
Department of Intergovernmental Affairs

Table 18 (cont'd)

Mr. Claude Lavigne
Department of the Environment

Miss Thérèse Baron
Department of Education

Mr. Jacquelin Harvey
Department of Industry and Commerce

Mr. Claude Diamant
Department of Intergovernmental Affairs

Consultants

Mr. François Poulin
C.R.D.E., University of Montreal

Mr. Robert Gravel,
E.N.A.P., University of Quebec

Table 19 The Regional Administrative Conference,
Members 1973-1974

Mr. Jacques Simard, Regional Director
Regional Manpower Directorate,
Department of Labour and Manpower

Mr. Martin Pronovost, Regional Director
Department of Communications

Mr. André Lacasse, Regional Administrator
Department of Justice

Mr. Roger Paquet
Probation Service,
Department of Justice

Mr. Marcel Boisvenue, Director
Department of Education

Mr. Fernand Graton
Conservatory of Music
Department of Cultural Affairs

Mr. Jean Landry
Minimum Wage Commission

Mr. Germain Ouellette, Regional Director
Department of Agriculture

Mr. Gaston Séquin
Conservation Service,
Department of Tourism, Fish and Game

Mr. Percy Whissell, F.E.
Directorate-General of Parks
Department of Tourism, Fish and Game

Mr. Gaston Côté, F.E.
District Chief,
Department of Lands and Forests

Mr. Guy Paquette, P.E.
Regional Director, Region No.7,
Department of Transport

Mr. Paul D. Dugas
Quebec Pension Board

Mr. Bernard Déziel
Electrical Inspection Bureau,
Department of Labour

Table 19 (cont'd)

Mr. Richard Chatelain
Wildlife Service,
Department of Tourism, Fish and Game

Mr. Jean-Paul Tremblay
Outaouais Regional Representative,
Department of Social Affairs

Mr. Guy Leblanc
Regional Industrial Delegate (Outaouais)
Department of Industry and Commerce

Mr. Jean-Pierre Ménard
Probation Service (Youth)

Dr. François Gosselin, Director
Health Unit

Mr. Yvon Mercier
Chief Inspector,
Directorate-General of Environmental Hygiene

Mr. Marcel Lasalle, Tax-collector
Tax Collection Bureau

Miss Rolande Limoges
Sales Tax (automobiles)

Mr. Gérald Frazer
Electricity and Gas Board

Mr. Arthur Moreau, Director
Motor Vehicles Bureau

Mr. Gaston Bergeron
Regional Coordinator,
Public Service Commission

Mr. Antoine Grégoire
President/Director-General,
Ottawa Development Corporation

Mr. Pierre Lavergne
Planning and Development Office

Conference are to draw up a development plan for Administrative Region Number 7. The Q.P.D.O. delegate, when appointed, will be the Chairman of the Administrative Regional Conference.

3 Bodies involved at the provincial level

While the Quebec provincial structure appears relatively stable at the present time, the Ontario provincial structures are in a state of great change. The Department of Housing was set up in late 1973, and its creation involved the transfer of a number of branches from Treasury, Economics and Intergovernmental Affairs to Housing. At the same time, both the Departments of Treasury, Economics and Intergovernmental Affairs and that of Housing are in the process of deconcentrating their operations and of decentralizing responsibilities to regional governments. For these reasons, the structures described here are very much in transition.

3.1 Department of Treasury, Economics and Intergovernmental Affairs of Ontario

The Ministry was created in April 1972 from elements of several provincial departments, boards and commissions (Organization Chart, Figure 13).

Effective January 1974, some of the responsibilities of the Ministry were moved to the newly created Ministry of Housing. The activities that relate particularly to the Ottawa area are described below. Functions: the Ministry has three principal functions:

- to recommend fiscal, economic, regional and intergovernmental policies;
- to provide advice ensuring consistency among these policies and programmes proposed in the above policy fields;
- to ensure consistency and cooperation among municipal, regional, provincial, federal and international programmes relating to Ontario.

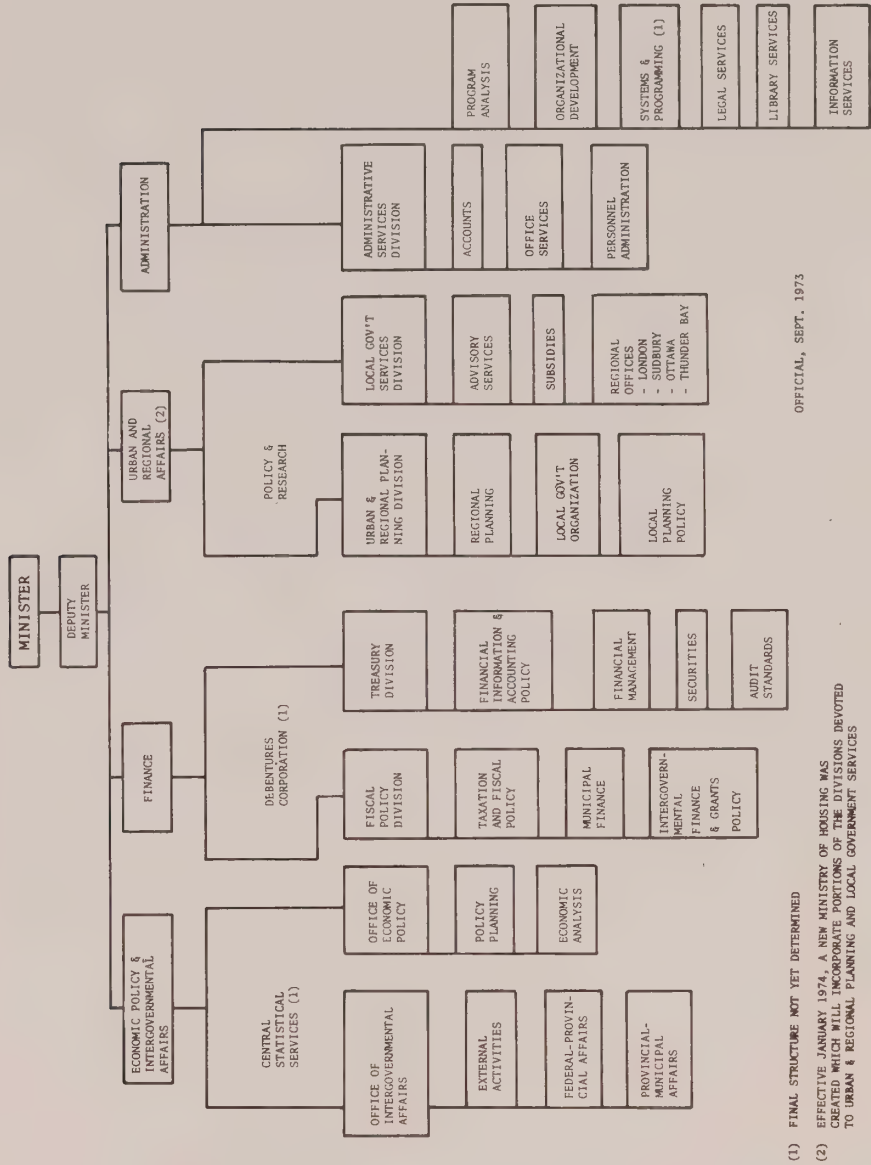


FIGURE 13 ONTARIO DEPARTMENT OF TREASURY, ECONOMICS AND INTERGOVERNMENTAL AFFAIRS - ORGANIZATION CHART

The Ministry incorporates the old Department of Municipal Affairs and assumes responsibility for local government organization, municipal finance and municipal legislation.

The Ministry is responsible for overall planning and broad based land use policies covered by the Ontario Planning and Development Act, the Parkway Belt Planning and Development Act, the Niagara Escarpment Planning and Development Act, the Planning Act (ss. 2, 3, 5, 8, 44b).

3.1.1 Regional Offices Branch

The Regional Office of TEIGA in the Eastern Ontario region is in Ottawa and has been in existence since 1967. It provides advisory services to municipalities in the fields of municipal administration, finance and planning. In general terms, the first two areas provide advice to municipal clerks and municipal treasurers. Informal contacts exist with both the City of Ottawa and the Regional Municipality, but most of the work is done with the smaller municipalities of Eastern Ontario.

The work of the two planning officers is to give advice about the planning process and to stimulate municipalities to formulate official plans. The officers also comment on all official plans and subdivision proposals from municipalities within the region.

Finally, the planning officers sit on the Lower Town Urban Renewal Committee, the Ottawa-Carleton Provincial Regional Liaison Committee, the Inter-governmental Committee for the sewage project and the Eastern Ontario Interministerial Committee.

A director for the Regional Office is currently being sought. The move towards deconcentration in TEIGA will likely mean an increase in the size of the Regional Office staff and in the scope of its activity.

3.1.2 Regional Development Branch

This Branch has no regional division. It is responsible for the drawing up of regional development plans, in line with the Design for Development program made public in 1966.

The Eastern Ontario Development Region is made up of the Regional Municipality of Ottawa-Carleton and the counties of Frontenac, Lanark, Leeds and Grenville, Prescott and Russell, Renfrew and Stormont, Dundas and Glengarry.

In October 1972, the Branch published phase one of Prospects for the Eastern Ontario Region (phase 2: a report on the issues, conflicts and trends that should guide citizens, community leaders and planners in shaping the region's future).

The report discussed three possible techniques of development for the area (concentrate all growth, disperse growth, and encourage the major urban centres to grow) illustrating the advantages and drawbacks of each. Following the publication of the report, a series of approximately 16 public meetings was held and 55 written briefs received. The Branch expects to publish a status report in 1974 and this will be followed by the publication of a final plan.

Relations with other bodies:

The Regional Development Branch has had contact with the Regional Planning staff during the preparation of the Regional Draft Plan. At the initial stages of the planning process, certain guidelines were discussed between the Regional Planning Branch and the Regional Planning Department. Consultation was then maintained through the Ottawa-Carleton Provincial-Regional Liaison Committee.

3.1.3 Local Government Organization Branch

The Local Government Organization Branch was responsible for the amalgamations within the Ottawa-Carleton Regional Municipality that came into effect

January 1, 1974. At the time the plans for amalgamations were presented (August 1973), plans for a provincial review of the regional government were announced. The terms of reference of the review are presently being drafted. It will likely get under way in 1974 and is expected to take a couple of years to complete. The review will be headed up by an independent commissioner, with research and technical support being provided by the Local Government Organization Branch.

3.2 Ministry of Housing Ontario

The Ministry of Housing Act was given Royal Assent on October 30th, 1973. Staff and programs were transferred to the new Ministry including the Ontario Housing Corporation and Plans Administration Branch, the redevelopment section of the Project Development Group and the North Pickering Project, the latter three from the Ministry of Treasury, Economics and Intergovernmental Affairs.

The new Ministry assumes administrative responsibility for land use and local planning in most areas including approval of local Official Plans and amendments, and subdivision plans. The activities that relate particularly to the Ottawa area are described below.

3.2.1 Plans Administration Branch

In the past, the Plans Administration Branch has been responsible for approving zoning proposals, approving local and regional official plans, commenting to the O.M.B. on zoning applications and reviewing the work of land division committees and committees of adjustment. Responsibility is now being delegated to the regional municipalities. Meetings have been held between representatives of the Ontario government and of the Regional Municipality of Ottawa-Carleton to work out the timetable for

this delegation. It is likely that responsibility for commenting on zoning applications and for reviewing severances will shortly lie with the regional government and that within approximately a year the regional government will also be responsible for the approval of local official plans and zoning by-laws. The Branch is also in the process of deconcentrating its staff, and regional staff are likely to be located in Ottawa.

3.2.2 Ontario Housing Corporation

There is a regional office of the O.H.C. in Ottawa, established in 1973. It provides support service to local housing authorities where they exist (Ottawa), manages projects in municipalities without housing authorities (Vanier, Nepean), gives out information concerning public housing, and comments to the O.H.C. on surveys of need and demand in relation to new public housing projects. The personnel consists of four officer and three clerical positions.

Within the City of Ottawa, public housing projects are managed by the Ottawa Housing Authority. The Authority is headed up by a Board of Directors appointed by all three levels of government. The Board will soon be composed of seven people (at the moment there are some unfilled positions). One of the Board members has usually come from the staff of the City of Ottawa (the Director of Urban Renewal used to sit on the Board) although there is no official representation from the City.

Project management is therefore decentralized, either to the Ottawa Housing Authority or, in the other municipalities of the region, to the regional office of the O.H.C. However, the development of new public housing projects is still done from the central offices of the O.H.C.

3.3 Ontario Municipal Board

3.3.1 General

Role and functions are defined under Revised Statutes of Ontario, Ontario Municipal Board Act, R.S.O. 1970, Chapter 323. Originally established in 1906 as the Ontario Railway and Municipal Board, its role and authority were gradually expanded through various legislation until, in 1932, it became the Ontario Municipal Board.

3.3.2 Legal status

The O.M.B. is an administrative tribunal empowered to hold hearings, make findings of fact and apply provincial policy on a wide variety of municipal matters. It has the powers of a court in that it has the authority to interpret law and apply policy for the good of residents of Ontario. As an example of this, the Board, in 1953, was not satisfied with the proposals offered in regard to a reorganization of the Metro Toronto area. As a result it presented its own proposal for a Metropolitan Federation which was accepted by the provincial government.

3.3.3 Procedures

The Board adheres to strict courtroom procedures in its hearings but has the flexibility to set its own general rules of conduct. It has extensive powers to examine, inspect and discover documents relative to cases before the Board.

3.3.4 Membership

Originally, the Board consisted of three members, but now there are 17 appointed by the Lieutenant-Governor-in-Council who hold office at pleasure. While there are no special requirements in law for appointment, the Chairman usually has a legal background while other members have professional

training which complements that of the Chairman. Members are prohibited from holding interests in railways, public utilities or any company which holds such interests, and in any municipal corporation.

3.3.5 Functions and duties

The Ontario Municipal Board has four major functions:

- a) approval of capital expenditures by municipalities;
- b) assessment appeals;
- c) approval of matters under the Planning Act;
- d) municipal boundary revisions.

3.3.6 Functions with regard to urban land use planning

In particular, with reference to the Planning Act (R.S.O. 1970, Chapter 349), the Ontario Municipal Board must approve zoning by-laws (Section 35 of the Act), Committee of Adjustment appeals (Section 42), official plans and amendments, and subdivision plans upon referral by the Minister (Sections 15, 17 and 35 of the Act).

Where objections are voiced, when the Ontario Municipal Board is in the course of considering a zoning by-law or official plan amendment, the Board is required to conduct a public hearing. Appeals to decisions of the Board may be made on questions of jurisdiction to the Ontario Court of Appeal, and on other matters, to the Lieutenant-Governor-in-Council. Under Section 94 of the Act, the Lieutenant-Governor-in-Council may:

- a) confirm, vary or rescind the whole or any part of such order or decision; and
- b) require the Board to hold a new public hearing of the whole or any part of the application to the Board upon which such order to decision of the Board was made.

There has been no decision of the O.M.B. that has

been responsible in itself for altering the development patterns in the Ottawa area. A general description of the O.M.B. is therefore sufficient to indicate its intervention in land use planning in the area.

3.4 Other Agencies of the Province of Ontario

3.4.1 Department of Environment

The Department gives (or withholds) approval of municipal sewage and water works.

3.4.2 Department of Industry and Tourism

The Department promotes industrial development and the encouragement of the tourism industry in the area (see II-A-2.1.8.1).

3.4.3 Department of Natural Resources

Technical and financial assistance to Conservation Authorities (see II-A-2.1.8.3).

3.5 Quebec Department of Municipal Affairs

3.5.1 General structure

This Department is constituted by Chapter 168 of the Revised Statutes of Quebec, 1964. It has the following mandate:

- (a) to supervise throughout Quebec the administration and implementation of laws governing the municipal system;
- (b) it is responsible to the National Assembly for a certain number of special bodies: the Quebec Housing Corporation, the Quebec Municipal Commission, and the Outaouais Development Corporation;
- (c) it is responsible for the New International Airport Act (Chapter 48 of the Statutes of Quebec, 1970) under which it has established the Territorial Development Service for the Airport Region (S.A.T.R.A.)

The general organization of the Department is shown in Figure 14.

3.5.2 Structures for involvement in territorial development

3.5.2.1 The Quebec Municipal Commission

This Commission is governed by Chapter 170 of the Revised Statutes of Quebec, 1964. It consists of ten members, including a Chairman and three Vice-Chairmen.

The Commission has no role as such in urban territorial development, but does intervene as a control body over the financial obligations of the municipalities and the O.R.C. Further, it has quasi-judicial powers of inquiry with regard to the amalgamation of municipalities.

3.5.2.2 The Directorate General of Urban Planning

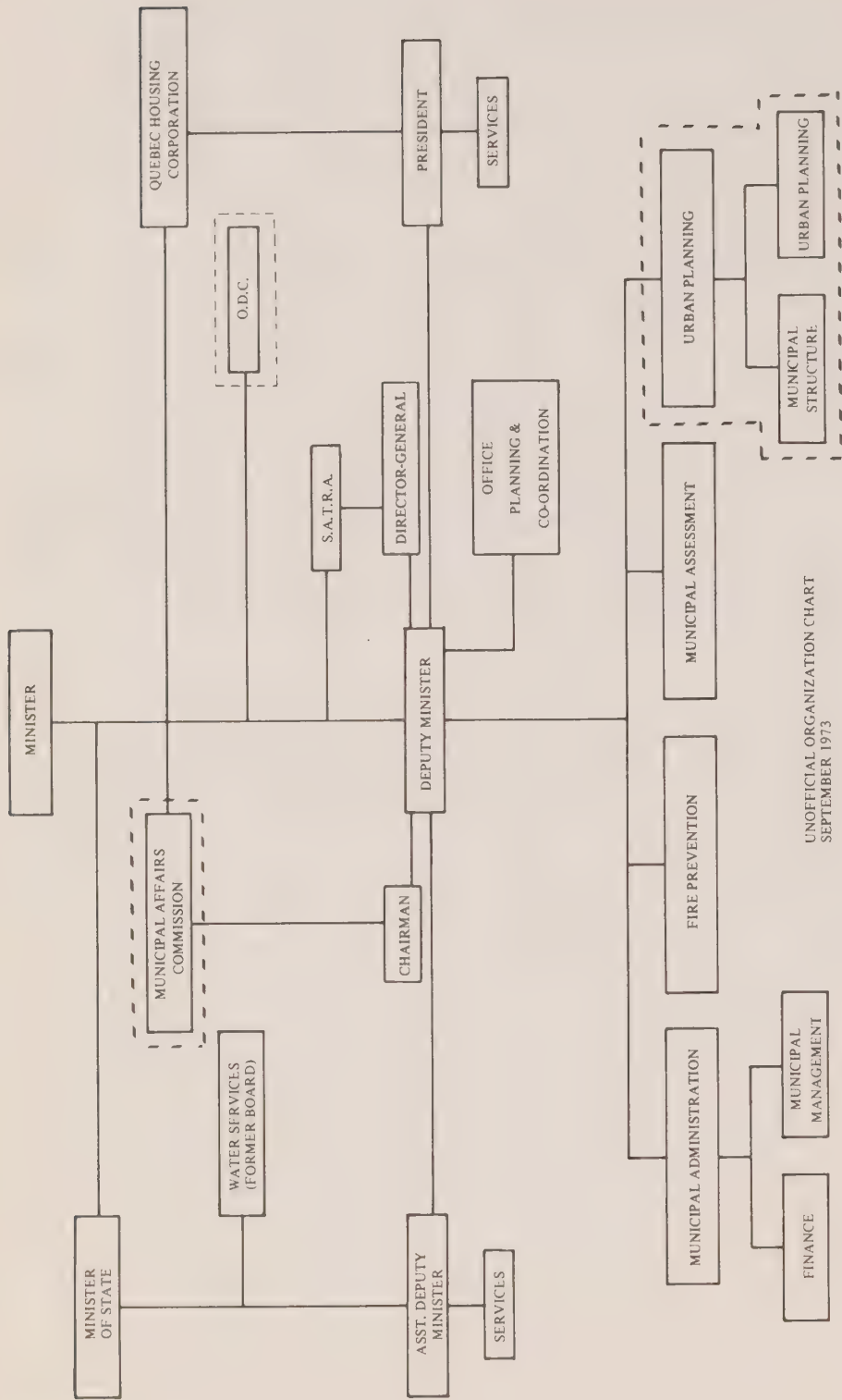
The Planning Directorate of the Department was dissolved in 1971 and its staff was dispersed to the Urban Planning Directorate and the Deputy Minister's Office of the public service, and elsewhere. The Directorate General of Urban Planning includes two services:

(a) The Urban Planning Service

This Service is in the course of being reorganized for purposes of adapting the structures of the Department to measures provided in the draft Urban Planning Act. The Services numbers around 30 persons.

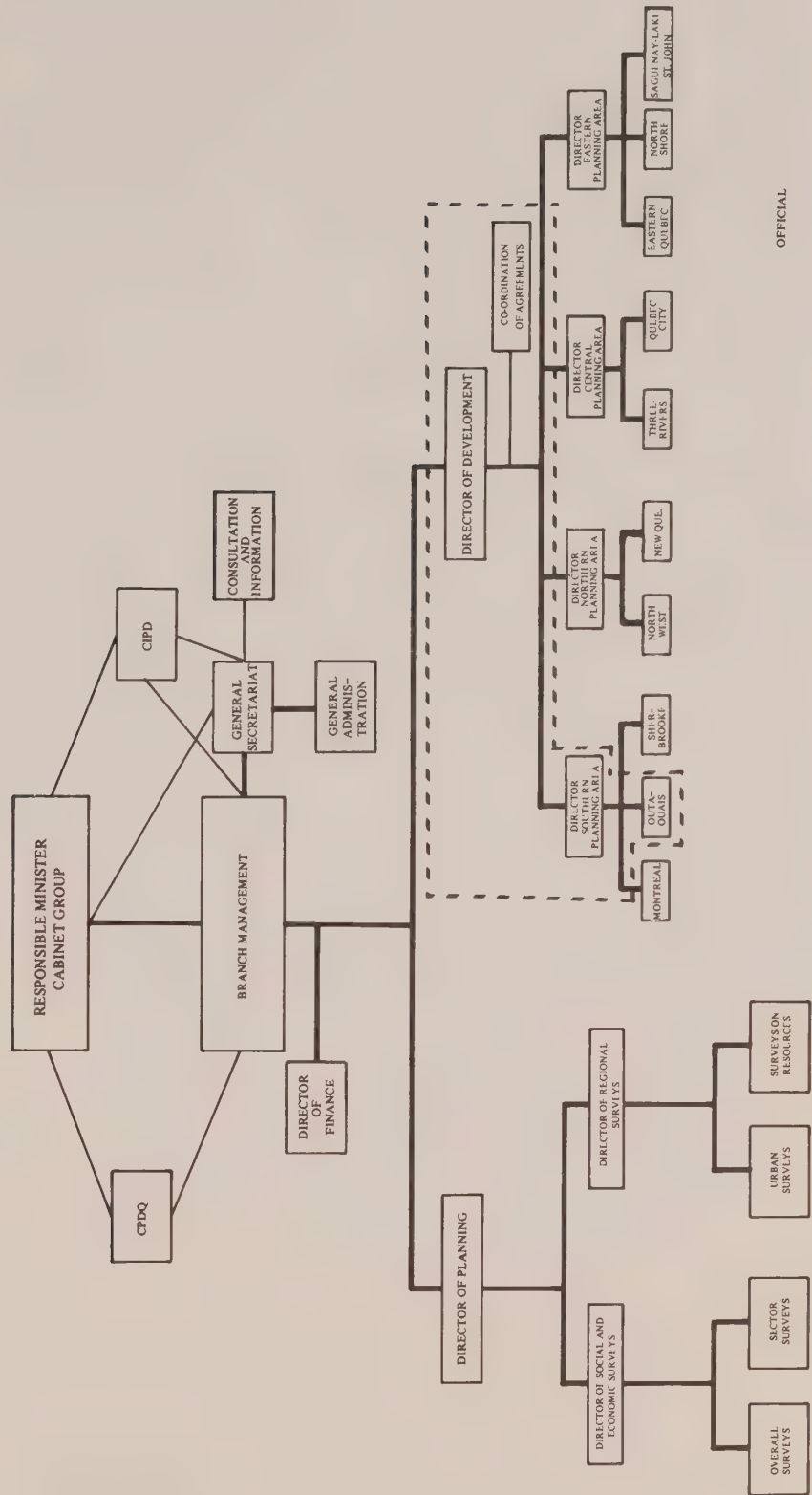
(b) The Municipal Structure Service

This Service numbers 12 professionals. Its budget for the year 1972-73 was \$2,300,000. Of this amount, \$1,700,000 are distributed in the form of subsidies to municipalities under the new law encouraging municipal reorganization (Chapter 53 of the Quebec Statutes, 1971). This Act includes two important provisions. The first, which is of a coercive nature, may oblige municipalities to amalgamate; the second, which is of an incentive nature, permits munici-



UNOFFICIAL ORGANIZATION CHART
SEPTEMBER 1973

FIGURE 14 QUEBEC DEPARTMENT OF MUNICIPAL AFFAIRS – ORGANIZATION CHART



OFFICIAL

OPDQ ORGANIZATION CHART

FIGURE 15

palties that have amalgamated to ask for a subsidy.

The Service is engaged, at present, in about 20 studies: priority zones for urban planning; the identification of conurbations of 100,000 inhabitants; a policy for municipalities with from 5,000 to 100,000 inhabitants; and a policy for municipalities with 5,000 or fewer inhabitants.

3.5.3 Involvement of the Department in the O.R.C. Territory

The Municipal Structures Service is in the course of completing an inventory of municipal structures in the O.D.C. territory (see Figure 11). This inventory is integrated with the work done by the Technical Consultative Committee (T.C.C.) of the Outaouais Development Objectives Committee (see II-A-2.2.3.3). A representative of the Division (Mr. Tom Hughes) sits on the T.C.C.

The Urban Planning Service has carried out certain studies in the Region, notably;

- research work for locating an industrial park, in collaboration with the O.D.C. and the O.R.C.;
- preparation of urban plans for some small O.R.C. municipalities.

Among other activities of the Department in the O.R.C. territory, mention should be made of Mr. Serge Timothée, an officer with the Department. In his capacity as a resource person, he has played and continues to play an important role in the activities affecting Outaouais development.

Mr. Timothée was Acting Director of the O.R.C. Planning Service in 1972-73. Before that, he had participated in the establishment of the O.D.C., and in the preparation of the O.R.C. interim development plan. Mr. Timothée sits on the joint Consultative Committee (T.C.C.) of DOCO (see II-A-2.2.3.3).

3.6 The Quebec Planning and Development Office

3.6.1 General structure

The Office was created by the Quebec Planning and Development Office Act, Chapter 14 of the Statutes of Quebec, 1968. The Office is a corporation as defined by the Civil Code. However, its mode of administrative operation conforms to the regulations in force within the Government administration. The responsibilities of the Office are as follows:

- (a) to elaborate plans, programs, and projects for territorial expansion and development;
- (b) to coordinate the implementation of expansion programs and activities;
- (c) to be the Quebec representative with D.R.E.E. on expansion matters.

To fulfil responsibilities (a) and (b), the Office must work in conjunction with established bodies and gather the opinions of socio-economic organizations within the Quebec milieu. The following bodies act as intermediaries for this liaison function:

- the Ministerial Group, which consists of four Ministers and the Minister responsible for the Office;
- the Interdepartmental Planning and Development Commission for Quebec (C.I.P.D.), which consists of 23 Deputy Ministers and includes other senior officials;
- the Quebec Planning and Development Council (C.P.D.Q.): to fulfil part (c) of their mandate, the office is responsible for representing Quebec on the Development Committee and the Implementation Committee for the Canada-Quebec Agreements (cf. D.R.E.E.).

The general structure of the Office is shown in Figure 15. At the administrative level, it consists of two general Directorates: the Planning Directorate and the Development Directorate.

The Planning Directorate, which is primarily a study directorate, is reorganizing at present with a view to the eventual enactment of the draft Urban Planning and Territorial Development Act. The Development Directorate consists of four Regional Plan Directors (South, North, Central, and East). Each of these regional plans is distributed among regional delegates.

3.6.2 Structures of involvement in the Hull Region

Two elements of the Q.P.D.O. structure are responsible for the involvement of the Office in the Region: the Directorate of the southern Regional Plan, and the working group for a regional development plan, which is attached to the Planning Directorate.

(a) The Southern Plan Regional Directorate

The Q.P.D.O. has not yet appointed an Outaouais regional delegate. Nevertheless, the Southern Regional Plan Directorate has supported the efforts of the O.R.D.C. towards the creation of the Conference of Municipalities and the Tourism Council (see II-A-2.2.3.2).

(b) The Regional Development Plan

The Planning Directorate is responsible for the preparation of an Outaouais development and expansion plan. This study is directed by a General Coordination Group (for the composition of the General Coordination Group, see Table 20), which is responsible for the work done by the Working Team (for a list of members of the Team, see Table 21). The Working Team was set up in November, 1973, and since then has been working on the definition of a general framework of research, as well as on the preparation of a work plan. The objective of the project is to define the options for Outaouais development, to formulate development strategies, and to propose an institutional framework for the implementation

of the plan.

Relations between the Working Team and other Outaouais bodies (the O.R.C., the O.D.C., the City of Hull, and the O.R.D.C.) are carried on within ODOC and its Technical Consultative Committee (see Tables 17 and 18).

3.7 The Quebec Department of Intergovernmental Affairs

The Department plays a very important coordinating role in the Region. As a general rule, relations between the municipalities and the various Quebec government bodies on the one hand, and the Ontario and federal governments on the other, go through the Department of Intergovernmental Affairs. The Minister of State for Intergovernmental Affairs (Mr. Oswald Parent) sits on the ODOC (see II-A-2.2.3.3) as well as on the Transport Policy Planning Committee (see II-B-4.1).

3.8 Other bodies within the Province of Quebec

3.8.1 The Water Board

The Board gives (or refuses) approval of municipal water and drainage projects.

3.8.2 The Quebec Housing Corporation

The Corporation assumes responsibility for the development of public housing projects. The Corporation's local organization is the Municipal Housing Office (see I-B-4.2).

4 Bodies involved at the federal level

Several federal agencies are involved in matters of urban land use planning in the Ottawa-Hull area. The most active of these is the National Capital Commission. Federal agencies other than the N.C.C. are given only a very limited description here.

Table 20 Q.P.D.O. - Composition of the General
Coordinating Group for the Outaouais
Development and Expansion Plan, 1973

Mr. Pierre Lavergne
In charge

Mr. Maurice Sauvé
Administrative Secretary

Mr. Yvan Robert
Institutional

Mr. Guy Lemieux
Bio-physical

Mr. Roger Cornet
Urban-Regional

Mr. Albert Juneau
Socio-economic

Mr. Hervé Bélanger
Consultation

Table 21 Q.P.D.O. - Members of the Working Team
Responsible for the Study of the Outaouais
Development and Expansion Plan

Mr. Bertrand Belzille
Agriculture

Mr. André Couillard
Basic cartography and forestry

Mr. Alain Deschênes
Tourism

Mr. Gilles Leboeuf
Socio-economic

Mr. Gilles Pouliot
Mining

Mr. Raynald Provencher
Forestry

Mr. André Saicans
Socio-economic

Mr. Guy Savard
Agriculture

Mr. Vincent David
Energy

Mr. Georges-Albert Tremblay
Water Development

4.1 National Capital Commission (N.C.C.)

Because of the importance of the National Capital Commission in the region of Ottawa-Hull, both the general structures of the N.C.C. and its activities related to land use planning will be described (see Figure 16 for a map of the National Capital Region).

4.1.1 National Capital Commission structures

4.1.1.1 General information

The National Capital Commission was established in 1959, following the passage of the National Capital Act (1958). It replaced the Federal District Commission (established in 1927). The federal government's direct involvement in the region dates from the creation of the Ottawa Improvement Commission of 1899.

4.1.1.2 Membership

The National Capital Commission consists of 20 members, each of whom is appointed by the Governor-in-Council to hold office at pleasure for a term not exceeding four years (National Capital Act, Section 3, subsection 1).

The Governor-in-Council designates one of the members Chairman and another Vice-Chairman. Of the other members, the Act stipulates that they be appointed as follows:

- (a) at least one member from each of the ten provinces;
- (b) at least two members from the City of Ottawa;
- (c) at least one member from the City of Hull;
- (d) at least one member from a local municipality in Ontario other than the City of Ottawa;
- (e) at least one member from a local municipality in Quebec other than the City of Hull (National Capital Act, Section 3, subsection 3).

With the exception of the Chairman, all members are limited to two consecutive terms. The Commission

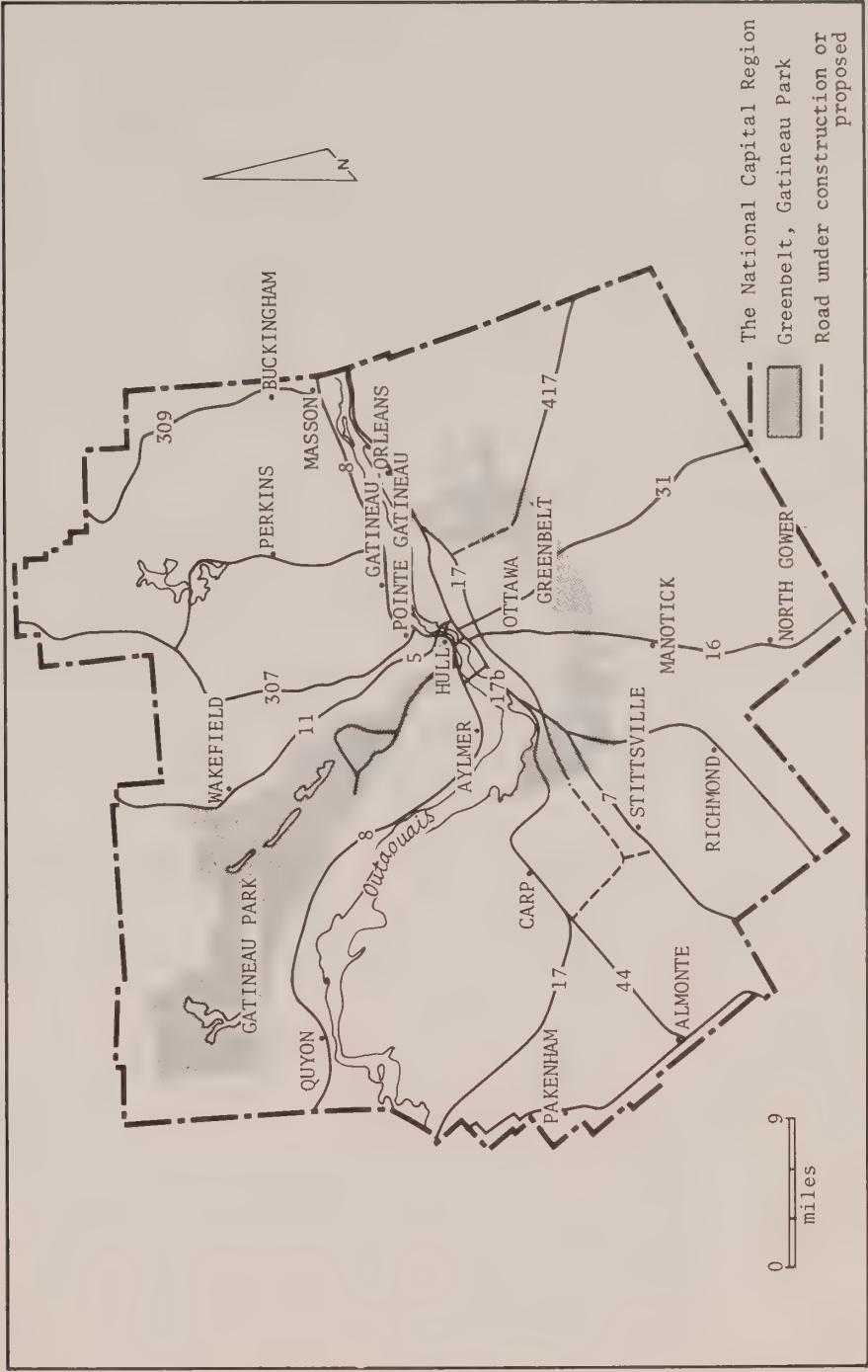


FIGURE 16 MAP OF THE NATIONAL CAPITAL REGION

meets approximately three times a year.

4.1.1.3 Powers and duties

The general objects and purposes of the Commission are to prepare plans for and assist in the development, conservation and improvement of the National Capital Region in order that the nature and character of the seat of the Government of Canada may be in accordance with its national significance.

The Act lists a number of specific powers of the Commission, as follows:

- (a) acquire, hold, administer or develop property;
- (b) sell, grant, convey, lease or otherwise dispose of or make available to any person any property, subject to such conditions and limitations as it considers necessary or desirable;
- (c) construct, maintain and operate parks, squares, highways, parkways, bridges, buildings and any other works;
- (d) maintain and improve any property under the control and management of a department, at the request of the authority or Minister in charge thereof;
- (e) cooperate or engage in joint projects with, or make grants to, local municipalities or other authorities for the improvement, development or maintenance of property;
- (f) construct, maintain and operate, or grant concessions for the operation of, places of entertainment, amusement, recreation, refreshment, or other places of public interest or accommodation upon any property of the Commission;
- (g) administer, preserve and maintain any historic place or historic museum;
- (h) conduct investigations and researches in connection with the planning of the National Capital Region; and
- (i) generally, do and authorize such things as are

incidental or conducive to the attainment of the objects and purposes of the Commission and the exercise of its powers.

4.1.1.4 Committees of the Commission

The National Capital Act requires the establishment of an Executive Committee and states that: "The Commission may appoint a National Capital Planning Committee and such other committees as it considers necessary or desirable for the administration of this Act." At the present time four committees exist: the Executive Committee, Planning Committee, Land Committee and the Advisory Design Committee.

a) Executive Committee

The Executive Committee consists of the Chairman, the Vice-Chairman and three other members to be appointed by the Commission, of whom at least one shall be from the province of Quebec. The Committee meets one a month.

The powers and duties of the Executive Committee are outlined in By-Law No. II (7), February 1, 1973, and are as follows:

The Executive Committee is authorized, on behalf of the Commission, subject to review of its decisions by the Commission at its meetings, to approve or to authorize administrative expenditures and to make administrative decisions on matters within policies approved by the Commission and without limiting the generality of such delegation of administrative powers. These include:

- (1) the acquisition of real property or an interest therein by the Commission;
- (2) the payment of the consideration for the acquisition by the Commission of real property or an interest therein;
- (3) the payment of compensation for lands taken or acquired under Section 13 of the National Capital Act or for damage to lands injuriously affected

- by the construction of any work by the Commission;
- (4) the disposal of real property or an interest therein, provided, however, in the words of the Act, that in the place and stead of the Executive Committee, the Chairman may approve of or recommend to the Governor-in-Council, through the Treasury Board, the sale of any land in industrial areas in any case where the sale price thereof is not less than that which has been established therefore by or on behalf of the Commission and in effect at the time of such sale;
 - (5) the abandonment of real property after it has been expropriated;
 - (6) the policy respecting grants in lieu of taxes to municipalities as contemplated by Section 15 of the National Capital Act;
 - (7) the payment of grants to historical societies contemplated by subsection 10 g) of the Act;
 - (8) the employment of consultants and advisors and the fixing of their remuneration or other payments to be made to them;
 - (9) the doing or the refraining from doing of anything recommended by any Advisory Committee established by By-law of the Commission.

b) National Capital Planning Committee

The Structures and powers of the Committee are defined in By-law I (3), May 18, 1971. According to the By-law, "The Committee shall consist of not fewer than five and not more than eight members appointed by the Commission, of which not more than four members shall be commissioners." The Chairman of the Commission and the Chairman of the advisory Design Committee are ex officio members. Meetings are normally held once a month.

"The Committee shall advise and make recommendations to the Commission in respect to planning policies, the priorities of development and capital improvement programmes." The mandate of the Committee

provides that the Committee "shall recommend a General Guide Plan of the National Capital Region."

c) Land Committee

The structures and powers of the Committee are defined in By-law III-10, February 2, 1970.

The Committee has a maximum of eight members, of whom at least one is to be a commissioner. The Chairman and Vice-Chairman of the Commission are ex officio members of the Committee.

The powers and duties of the Committee are as follows:

The Land Committee has authority to consider and investigate matters relating to real property in which the Commission may be interested, except payments in advance on account of the compensation due for property, and without restricting the generality of the foregoing, the Land Committee does investigate and consider matters relating to:

- (1) the real property or interest therein that should, in its opinion, be acquired by the Commission and the consideration that should, in its opinion, be paid therefore;
- (2) the amount of compensation that should, in its opinion, be paid by the Commission for lands taken or acquired under Section 13 of the National Capital Act or damage to lands injuriously affected by the construction of any work by the Commission;
- (3) the disposal of real property or an interest therein;
- (4) the abandonment of real property after it has been expropriated.

d) Advisory Committee on Design

The structures and powers of the Committee are defined in By-law IV-7, February 2, 1970. The Committee has a maximum of eight members. The Chairman and Vice-Chairman of the Commission are ex officio members of the Committee.

The Advisory Committee on Design has the power and duty:

- (a) to consider proposals referred to it by the National Capital Commission or by the Executive Committee, or by the staff on behalf of the Executive Committee or the Commission, for the location, erection, alteration or extension of a building or other work by any person on public lands, or by or on behalf of a department, in the National Capital Region, and to make its recommendations immediately and separately from the Minutes of its proceedings, to the Executive Committee or the Commission;
- (b) to review the decisions of the staff of the Commission made between meetings of the Advisory Committee on Design concerning requests made by Departments and agencies of government for consideration of minor design detail matters when these decisions have been concurred in by the Chairman of the N.C.C. and to report thereon to the Executive Committee or the Commission.

4.1.1.5 Chairman

The Chairman is the Chief Executive Officer of the Commission. He is appointed by the Governor-in-Council for a term of four years, with no restriction for successive mandates. The position of Chairman is a full-time appointment.

The Chairman presides over the meetings of the Executive Committee. In the case of a tie vote, he has an additional vote (By-law II-7, February 1, 1973).

In regard to the sale of land in industrial areas, the Chairman can act in the place of the Executive Committee and recommend such sales to the Treasury Board.

4.1.1.6 Administrative divisions

The basic administrative structure of the N.C.C. includes the Chairman and his Office, the General Manager and his Office and eight administrative units that report to the General Manager. There are 575 employees in the N.C.C. (See Figure 17 for the Organization Chart). The list of revenues and expenditures for the N.C.C. is given in Table 22.

a) Planning Quebec Directorate

The responsibilities of the Assistant General Manager, Planning Quebec Directorate, are as follows:

The formulation of policies and development proposals, especially with respect to their effect and impact on the Quebec portion of the National Capital Region; developing programs for the conservation, improvement and development of the Quebec portion of the National Capital Region; planning and directing the urban design and land utilization program for the Quebec portion of the National Capital Region; directing the Commission's Hull Office.

There are 13 employees in this division.

b) Planning Ontario Directorate

The responsibilities of the Assistant General Manager, Planning Ontario Directorate, are as follows:

The formulation of policies and development proposals, especially with respect to their effect and impact on the Ontario portion of the National Capital Region; developing programs for the improvement, conservation and development of the Ontario portion of the National Capital Region; directing an information system and a methods research program and ensuring its effective utilization by all working units within the Commission; planning and directing the urban design and land utilization program for the Ontario portion of the Capital Region.

There are 21 employees in this division.

c) Planning Policy and Environment Directorate

The responsibilities of the Assistant General Manager

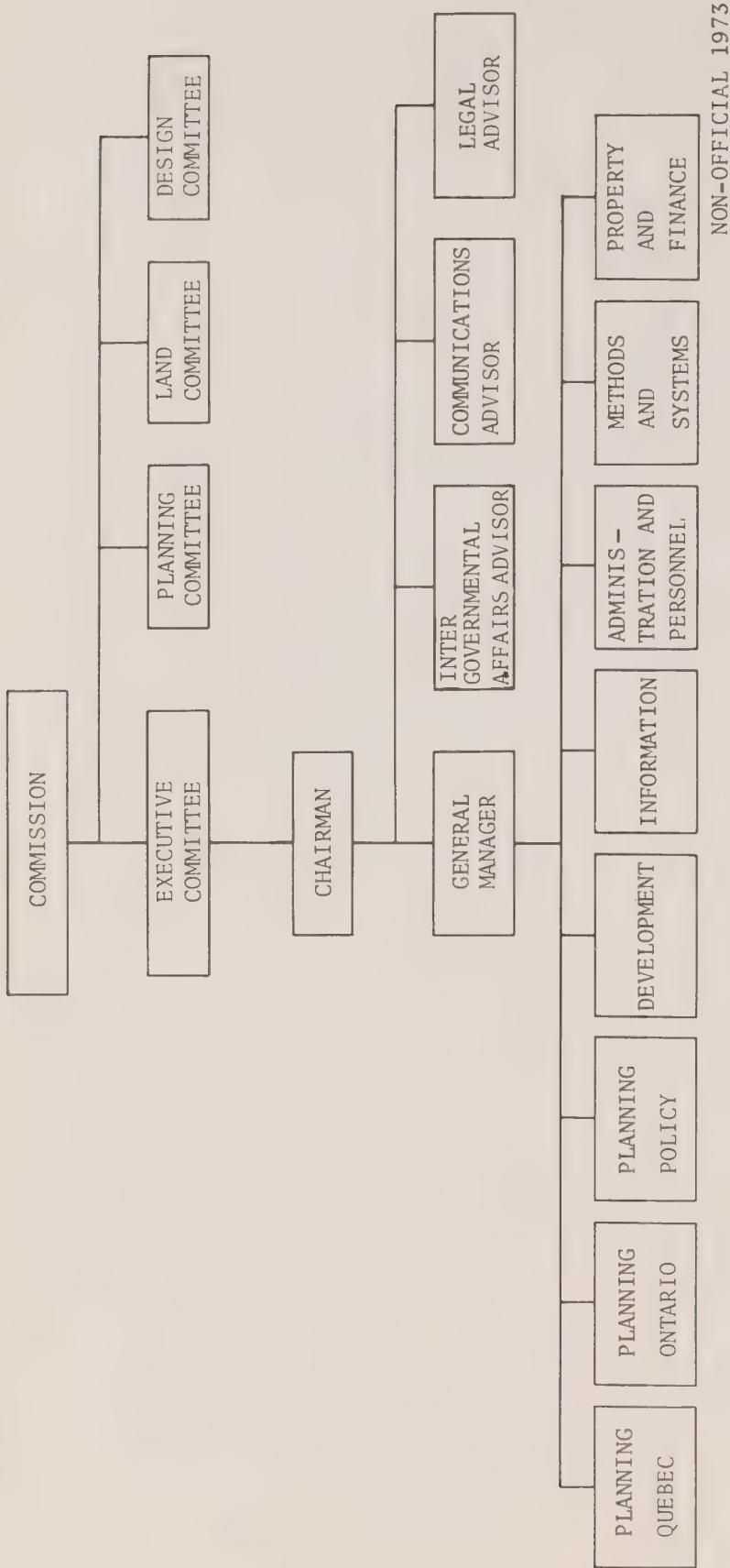


FIGURE 17 NATIONAL CAPITAL COMMISSION - ORGANIZATION CHART

Table 22 National Capital Commission, Summary of Expenditures
and Revenues for the year ended March 31, 1973

Summary of expenditures	1973	1972
Expense of operation and main- tenance and general administration	\$ 12,037,501	\$ 11,123,936
Interest charges on outstanding loans from Canada	3,178,662	3,426,536
Total	<u>\$ 15,216,163</u>	<u>\$ 14,550,472</u>
National Capital Fund		
Expenditures for improvement and development within the National Capital Region		
Capital expenditures	18,872,524	32,253,510
Non-capitalized expenditures (Appendix 9)	9,632,556	4,871,603
	<u>\$ 28,505,080</u>	<u>\$ 37,125,113</u>

Table 22 (cont'd)

	1973	1972
Acquisition of property through loans provided by Canada for:		
Greenbelt	\$ 167,753	\$ 406,975
Other than Greenbelt	1,265,650	1,303,298
	<u>\$ 1,433,403</u>	<u>\$ 1,710,273</u>
Total Gross Expenditures	\$ 45,154,646	\$ 53,385,858
Less: Sales of property attributed to:		
National Capital Fund	2,392,838	435,597
Loans - Greenbelt	873,977	250,129
Loans - Other than Greenbelt	2,540,001	-
	<u>\$ 5,806,816</u>	<u>\$ 685,726</u>
Total net Expenditures	\$ 39,347,830	\$ 52,700,132

Table (cont'd)

	1973	1972
Revenues		
These expenditures were financed by:		
Parliamentary appropriations	\$ 39,282,879	\$ 49,211,536
Revenues of the Commission	2,059,894	2,028,452
Loans to the Commission	1,433,403	1,710,273
	<u>\$ 42,776,176</u>	<u>\$ 52,950,261</u>
Less: Loans repaid out of sales	3,413,978	250,129
Repayment of loans out of the National Capital Fund	14,368	-
	<u>\$ 3,428,346</u>	<u>\$ 250,129</u>
Net Expenditures, as above	\$ 39,347,830	\$ 52,700,132

of the Planning Policy Directorate are as follows:

Developing plans and policies that will enhance the quality of development, the improvement and conservation of environmental resources of the National Capital Region in all respects; initiating, organizing and directing planning studies to produce and update plans whereby the eventual development, conservation and preservation of the National Capital Region as a unique urban centre will be enhanced physically, culturally, socially, politically and in economic terms; as required, organizing special planning task forces by seconding Commission and other staff and directing their work; promoting the acceptance of N.C.C. planning policies and plans in order to ensure their implementation; evaluating the effect on N.C.C. policies and plans of various projects designed for implementation in either the Quebec or Ontario portions of the National Capital Region, especially where there is a long-term need for complementary development (e.g., major transportation systems); providing professional advice, guidance and support to the Planning Committee of the National Capital Commission.

There are 17 employees in this division.

d) Development Branch

This is the Branch responsible for the N.C.C.'s operations. It employs 403 people, 70 percent of the overall personnel. The responsibilities of the Assistant General Manager in charge of Development are as follows:

Directing the activities of the Development Branch of the National Capital Commission, including the operation and maintenance of all the assets of the Commission, the design and implementation of plans for the development, conservation and improvement of the National Capital Region; developing and maintaining effective public relations as well as effective working relations with other federal, provincial and

municipal agencies and non-government corporations.

e) Information Service

This service employs eight people and is responsible for all N.C.C. information materials.

f) Internal Administration - three units

The units concerned with the Internal Administration of the N.C.C. are the following:

- Administration and Personnel 37 employees
- Methods and Systems 7 employees
- Property and Finance 47 employees

The Property Division in Property and Finance has responsibilities relating to urban land use planning. These are:

Directing the activities of the Property Division of the Commission in its property work on behalf of other Government departments or agencies within the National Capital area. This involves property acquisition to meet the programme needs of the Commission, property management, property sales, disposal of surplus property, the management of 1,500 rental units and the provision of advice with respect to property to these departments and agencies as requested.

4.1.2 Land use planning activities of the N.C.C.

The National Capital Commission has full planning authority over lands held by the Federal Government in the National Capital Region. Because of the extent of federal ownership of land in the region (190 square miles out of 1,800 square miles, or 10.5 per cent) the N.C.C. exerts considerable influence over the general land use planning for the entire region. The N.C.C. operates on the basis of a National Capital Draft Guide Plan, which is not a master plan but a series of planning principles, strategies and approaches based on a series of objectives. The Guide Plan is never finalized; it is a working document that is continually being drawn up and revised.

The land use activities of the N.C.C. can be broken into two categories: those relating to outlying areas and those relating to land within the core area of Ottawa and Hull.

In the first category can be included the Ottawa Greenbelt and the Gatineau Park (see Figure 15). Land within these parklands is controlled by the Federal Government and managed by N.C.C. The Greenbelt is made up of 43,000 acres, the Gatineau Park of 88,000 acres.

Also in this category can be included the project to develop a new City in the south-east section of the City (Carlsbad Springs) outside the Greenbelt. The project is being undertaken jointly by the N.C.C., C.M.H.C., the Ontario Housing Corporation and the Federal Ministry of State for Urban Affairs (see II-A-4.6).

The N.C.C. is also extensively involved in projects relating to land use in the core area of Ottawa and Hull. Some of the more important of these are as follows:

a) Rideau Centre in Ottawa

The N.C.C. has formulated a redevelopment plan for 50 acres in Lower Town, just east of Confederation Square. (20 of the 50 acres are owned by the Federal Government.)

b) Lebreton Flats in Ottawa

Planning is progressing for the redevelopment of this 100 acre area, cleared almost 10 years ago. The actual redevelopment project may well be a joint venture of N.C.C., C.M.H.C., and Urban Affairs.

c) South Side of Wellington Street in Ottawa

The Federal Government is taking control of the three blocks across from the Parliament Buildings. Plans are being developed for office accommodation.

d) Place du Portage in Hull

Since 1969, the N.C.C. has played a very important part in the transformation of the centre of Hull.

In 1969, the N.C.C. acquired 15 acres of land. The first phase of the construction plans of the federal government is now completed, with the completion of Place du Portage I.

There are four other phases to the project and, by 1981, the construction of eight federal buildings is planned.

e) Relocalisation of the E.B. Eddy Company

The N.C.C. has acquired part of the land occupied by the E.B. Eddy Co. in Hull. During the next 10 years the factory will be relocated and the present site will be developed by the federal government. The N.C.C. is currently preparing plans for the use of this land.

f) Development of Brewer's Creek in Hull

The N.C.C. is participating in the plans for developing the Brewer's Creek area after the installation of sewers.

The projects described here give only a very partial view of the activities of the N.C.C. The diversity of its activities is suggested by the list of non-capital expenditures for the period up to March 31, 1973 (see Appendix 9).

4.1.3 Relations of the N.C.C. with other bodies

Neither Ottawa nor Hull City Council is represented on the National Capital Commission. However, the two mayors did sit on the Board of the predecessor to the N.C.C., the Federal District Commission.

In general the relations between the N.C.C. and regional and municipal bodies are informal. At the technical level, particularly on research questions, there is communication between various agencies, such as the N.C.C., the City of Ottawa, R.M.O.C., etc. The most important formal coordinating mechanism is the transportation planning committees established (for a description of these committees, see II-B 4.1.).

In general, relations between the N.C.C. and Quebec

bodies go through the Quebec Department of Intergovernmental Affairs.

Relations also exist between the N.C.C. and other federal agencies. There is a Senior Interdepartmental Coordinating Committee which brings together the Department of Public Works (Deputy Minister and two other representatives) and the N.C.C. to discuss questions of mutual interest. It is likely that a similar committee will be set up to coordinate the work of C.M.H.C. and N.C.C. At the moment, the coordination between these two agencies and between N.C.C. and the Ministry of State for Urban Affairs comes about largely because all three agencies report through the same minister.

4.2 Department of Public Works

The Department of Public Works is responsible for the acquisition, construction and maintenance of federal government buildings. This is the direct responsibility of the Capital Region Branch.

4.3 Department of Indian Affairs and Northern Development

The Parks Branch is responsible for the management of the Rideau Canal.

4.4 Department of Finance

The Municipal Grants Section is responsible for the administration of the federal payment of grants-in-lieu-of-taxation. Because of the importance of federal property in both Ottawa and Hull (see, for instance, the revenues of the City of Ottawa in Table 2) this section of the federal government plays an important role in decisions related to municipal revenues.

4.5 Central Mortgage and Housing Corporation

C.M.H.C. is responsible for the implementation of the

housing policies of the federal government. Branch offices of the Corporation exist both in Ottawa and in Hull. The Corporation is involved in the development of the new town in Carlsbad Springs and will likely be involved in the development of Lebreton Flats (see II-A-4.1.2).

4.6 Ministry of State for Urban Affairs

As a general rule, the Ministry is not directly involved in the Ottawa-Hull area, leaving this operational role to the N.C.C. There are, however, a few areas in which the Ministry, because of the national implications of the projects concerned, does play some role. These include the creation of the new city in the south-east part of the region, the plans for rapid transit and, possibly, the development of Lebreton Flats. Discussions have been held between the N.C.C. and the Ministry on the possibility of a monitoring study of the new City.

Relations between the N.C.C. and the Ministry are very close. Meetings are held at a senior administrative level every two weeks. There are no direct relations between the Ministry and municipal or regional agencies as these go through the N.C.C.

4.7 Special study on the future development of the National Capital Region

The past Chairman of the N.C.C., Mr. Douglas Fullerton, is conducting a study of the region for the Prime Minister's Office. The completion of the study is expected for the summer of 1974. Its terms of reference are "to undertake a study of the most effective arrangements for the future administration of matters directly affecting the National Capital Commission and its relation to other bodies concerned with the governing of the Capital Region and the coordination of those federal activities which bear upon the development of the region as a national capital."

B Urban transportation

1 Bodies involved at the municipal level

1.1 City of Ottawa

1.1.1 Roads and Sanitation Branch, Department of Physical Environment

This Branch is responsible for the construction of roads, sidewalks, etc.

The Branch receives planning information circulated by the Planning Branch Committee (see I-A-4.3.1 and II-A-1.1.1.2) and, in this way, is integrated with the planning activities of the City of Ottawa.

1.1.2 Planning Branch, Department of Community Development

The work of the Planning Branch touches on transportation planning. A transportation planner has recently been hired to work on the Parking Study.

A representative from the Planning Branch sat on the Technical Coordinating subcommittee of the Regional Planning Branch that worked on the Regional Transportation Plan (see II-B-2.1.3).

1.2 The City of Hull

1.2.1 Public Works Service

This Service is responsible for the construction of roads, sidewalks, etc.

1.2.2 Urban Planning Service

The master plan for Hull examined several questions affecting the field of transportation: express routes, major arteries, rapid transport. The Urban Planning Service has undertaken studies in collaboration with the O.D.C. It also provided some data to the O.R.C. when the interim development plan was

being prepared.

2 Bodies involved at the regional level

2.1 Regional Municipality of Ottawa-Carleton

2.1.1 Roads Department

This department has responsibility for the construction and maintenance of regional roads. Planners from the Roads Branch participated in the regional transportation planning process.

2.1.2 Traffic Department

This department has been developing a computer based traffic control system.

2.1.3 Planning Department - Transportation Planning

The Transportation Planning Branch of the Planning Department was responsible for the transportation section of the regional plan. The plan proposed a rapid transit system for the area. This part of the plan was financed 75 percent by the Ontario Department of Transportation and Communications. In addition to preparing the transportation plans for the Regional Draft Plan, the Transportation Planning Branch has published four reports (Progress Report, Travel Forecasts and Analysis, Rapid Transit: A Preliminary Report, and Preliminary Roadway Proposals).

The Transportation Planning Branch of the Planning Department of R.M.O.C. maintains relations with other bodies. For example, the transportation plan was directed under a system of intergovernmental committees.

The final authority for the planning process was the Policy Committee. However, in practice, this committee was relatively inactive. For a list of the agencies making up this committee, see Table 23.

Under the Policy Committee was the Technical

Table 23 Regional Municipality of Ottawa-Carleton
Transportation Plan - Policy Committee

Chairman	-	Planning Commissioner, Regional Municipality of Ottawa-Carleton
2 members	-	Regional Municipality of Ottawa-Carleton
2 members	-	Outaouais Regional Community
2 members	-	National Capital Commission
2 members	-	Department of Highways, Ontario
2 members	-	Department of Highways, Québec
2 members	-	Ottawa Transportation Commission
1 member	-	City of Ottawa
1 member	-	Other Municipalities wishing to participate

Coordinating Subcommittee. It consisted of one member from each department or branch with a major involvement in transportation planning (for the composition of this committee, see Table 24).

It was the Technical Coordinating Subcommittee that supervised the planning work. The plans were actually drawn up by a task force under the direction of Mr. R.S. Clark, Head, Transportation Planning Branch, Regional Planning Department (for a list of the members of the task force, see Table 25).

The intergovernmental coordination for this study is described in detail because of its impact on the later establishment of transportation planning committees for the National Capital Region. The new committees do not replace this structure, but the experience gained during the planning study was useful in the formation of the new committees.

2.1.4 The Ottawa-Carleton Regional Transit Commission
The major activity of the OCRTC has been the transfer of authority from the municipal government to the regional government.

The regional municipality of Ottawa-Carleton assumed responsibility for public transit on August 1, 1972. The Ottawa-Carleton Regional Transit Commission was created, largely from the services offered by the Ottawa Transit Commission. The regionalization of the Service was accompanied by the purchase of 45 new buses, the hiring of 78 drivers and the creation of six new routes. During 1973, the OCRTC inaugurated Tele-Transpo, a dial-a-bus service in three areas of the regional municipality. Exclusive bus lanes were also introduced on several major arteries in downtown Ottawa. During 1972, OCRTC carried 37,543,920 passengers, and the estimated figure for 1973 is somewhat more than 42,000,000.

The OCRTC has collaborated with the Commission de Transport de la Communauté régionale de l'Outaouais

(CTCRO) and the National Capital Commission on the establishment of a line serving both sides of the Ottawa River (the program was established following the opening of new federal office buildings in Hull) and on the establishment of a single fare for passengers using both regional transit systems.

The Ottawa-Carleton Regional Transit Commission is a member of the intergovernmental committees for transportation planning (see II-B-4.1).

2.2 The Outaouais Regional Community Transit Commission

The principal activities of the CTCRO have been the purchase of private companies and the establishment of a school transportation system.

The establishment of the CTCRO was preceded by a Study Committee on Outaouais public transport which was created by the Government of Quebec in 1970 to study the problem of public transport in the Outaouais Region and to encourage modes of cooperation and coordination with the Ontario side.

Since public transport in the Hull Region was previously provided by private companies, one of the first tasks for CTCRO was to acquire those companies. On May 1, 1972, for the sum of \$2,250,000, CTCRO became the owner of Hull Urban Transport Limited, Metropolitan Hull Transport Limited, and Northern Outaouais School Transport Limited.

In addition, the CTCRO had to ensure school transportation in the Region and by the end of 1972 it had established 338 morning and 330 evening routes. Some 250 school buses were in operation at that date, requiring the part-time employment of 230 drivers (including 33 women). A joint committee has been established comprising representatives of the CTCRO and the school boards concerned (the Outaouais Regional School Board, the Hull School Board, and the Aylmer School Board). Altogether, by the end of 1972,

Table 24 Regional Municipality of Ottawa-Carleton
Transportation Plan - Technical Coordinating
Subcommittee

1 member	Regional Planning (Transportation Planning Branch)
1 member	Regional Planning (Land Use Planning Branch)
1 member	Regional Roads Department
1 member	Regional Traffic Engineering Services Department
2 members	National Capital Commission
1 member	Ottawa Transportation Commission
1 member	Department of Highways, Ontario (Transportation Planning Studies Office)
1 member	Department of Highways, Ontario (Transit Planning Office)
1 member	Department of Highways, Québec
1 member	City of Ottawa Planning Branch

Table 25 Regional Municipality of Ottawa-Carleton
Transportation Plan - Task Force

-
- 1 Senior Transportation Engineer
 - Regional Planning Department
 - 1 Senior Roads Engineer
 - Regional Roads Department
 - 1 Senior Traffic Engineer
 - Regional Traffic Engineering Services Department
 - 1 Transportation Engineer
 - Department of Highways, Ontario
 - 1 Transit Engineer
 - Ottawa Transportation Commission
-

16,946 school children were being transported daily by the CTCRO. Furthermore, in accordance with section 248 of the Outaouais Regional Community Act, the Quebec Transport Board has had to approve the tariffs demanded by the CTCRO from the school boards served.

The CTCRO is represented on the O.R.C. Planning Committee and on the Parking Board of the City of Hull. As mentioned above, the CTCRO participates in a joint committee with the school boards to study student transportation. Close contacts are maintained with the Ottawa-Carleton Regional Transit Commission and the National Capital Commission: a joint committee has helped to establish a single tariff (with transfer rights on both banks) and the loop service between the two downtown areas (Bus 50) resulting from the transfer of a number of federal officials to the new Place du Portage. The CTCRO also participates in the coordinating structures for transportation planning (see II-B-4.1).

3 Bodies involved at the provincial level

3.1 Ministry of Transportation and Communications of Ontario

3.1.1 General

The Ministry has responsibility for general planning, research, coordination, specifications and implementation of transportation facilities in Ontario, in particular, the administration of the Highway Traffic Act.

Within the Ministry, responsibilities for various functions are dispersed among a large number of divisions (see Figure 18).

3.1.2 Role in urban transportation

While provision and maintenance of roads and highways

have been of primary importance, the Ministry has increasingly found itself involved in the development of other forms of transportation, notably urban transit systems.

Much of this development is under the Planning Research and Development Division while the Engineering and Operations Division is involved in the more traditional function of highway design, standards and road specifications.

The Municipal Branch administers the municipal transportation assistance program and examines municipal construction proposals.

Operations by the Ministry involving highways are coordinated locally through district offices and area municipalities.

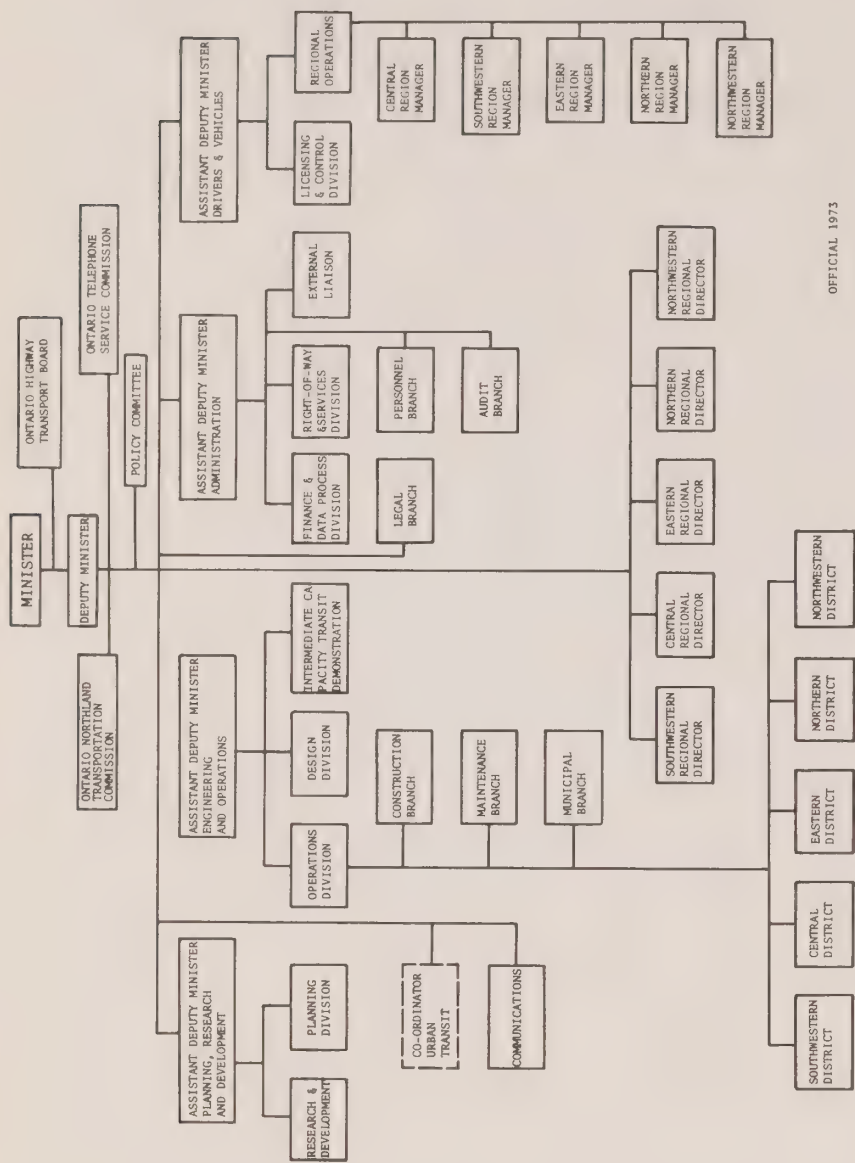
The Ministry of Transportation and Communications worked in close contact with the Regional Planning Department during the preparation of the transportation plan (see II-B-2.1.3). Seventy-five percent of the costs of the study were paid by the Ministry, and a departmental planner worked on the study for more than a year.

Since the announcement by the Premier of Ontario (November 22, 1972) of an urban transportation policy for Ontario, the possibility of an intermediate capacity rapid transit in Ottawa has been a question of major concern for the Ministry. The structures for coordination in transportation planning (see II-B-4.1) will certainly deal with this subject.

3.2 Ontario Transportation Development Corporation (O.T.D.C.)

On June 22, 1973, Bill 144, An Act to establish the Ontario Transportation Development Corporation, received Royal Assent. Under the terms of the Bill, the stated objectives of the Corporation were:

a) to acquire, develop, adapt, use and license patents, inventions, designs, and systems for all or



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FIGURE 18 ONTARIO DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS - ORGANIZATION CHART

- any part of transit systems related to public transportation and rights and interests therein or thereto;
- b) to encourage and assist in the creation, development and diversification of Canadian businesses, resources, properties and research facilities related to public transportation;
- c) to undertake the design, development, construction, testing, operation, manufacture and sale of all or any part of transit systems...;
- d) to test or operate and to provide services and facilities for all or any part of transit systems ...and in connection therewith to build, establish, maintain and operate, in Ontario or elsewhere, alone or in conjunction with other..., all services and facilities expedient or useful for such purposes, ...;
- e) to manufacture vehicles and control propulsion and guideway systems... as the corporation may consider advisable and to acquire... the same and rights relating thereto, and to build, establish, construct, acquire, lease, maintain, operate, sell or let all or any part of transit systems related to public transportation in Ontario or elsewhere;
- f) to carry on any other trade or business that, in the opinion of the Board, can be carried on advantageously by the Corporation in connection with or as ancillary to the carrying out of the objects of the Corporation.

The new Corporation will attempt to assume much of the research and development work in the area of rapid transit systems now being done by the Ministry.

Because the new Corporation is only recently established, the nature and extent of its operations has yet to be determined.

3.3 The Department of Transport

3.3.1 General structures

The Department of Transport was reorganized in 1973 when the Transportation Act (c. 55, 1972 Quebec Statutes) came into effect.

This Act had three main effects:

- a) it merged the former departments of Roads and Transportation into one department;
- b) it converted the former Transportation Authority into a Quebec Transportation Commission which was granted additional powers to control and regulate transportation;
- c) it amended several laws governing transportation in Quebec municipalities. For example:
 - sections 80 and 81 amended section 429 of the Cities and Towns Act (Revised Statutes, 1964, Chapter 193) to make transportation regulations subject to the approval of the Minister;
 - section 144 resulted in similar amendments to the Municipal Code.

The Act broadened the Department of Transport's terms of reference by making it mandatory to consider all existing transport systems in Quebec as a whole.

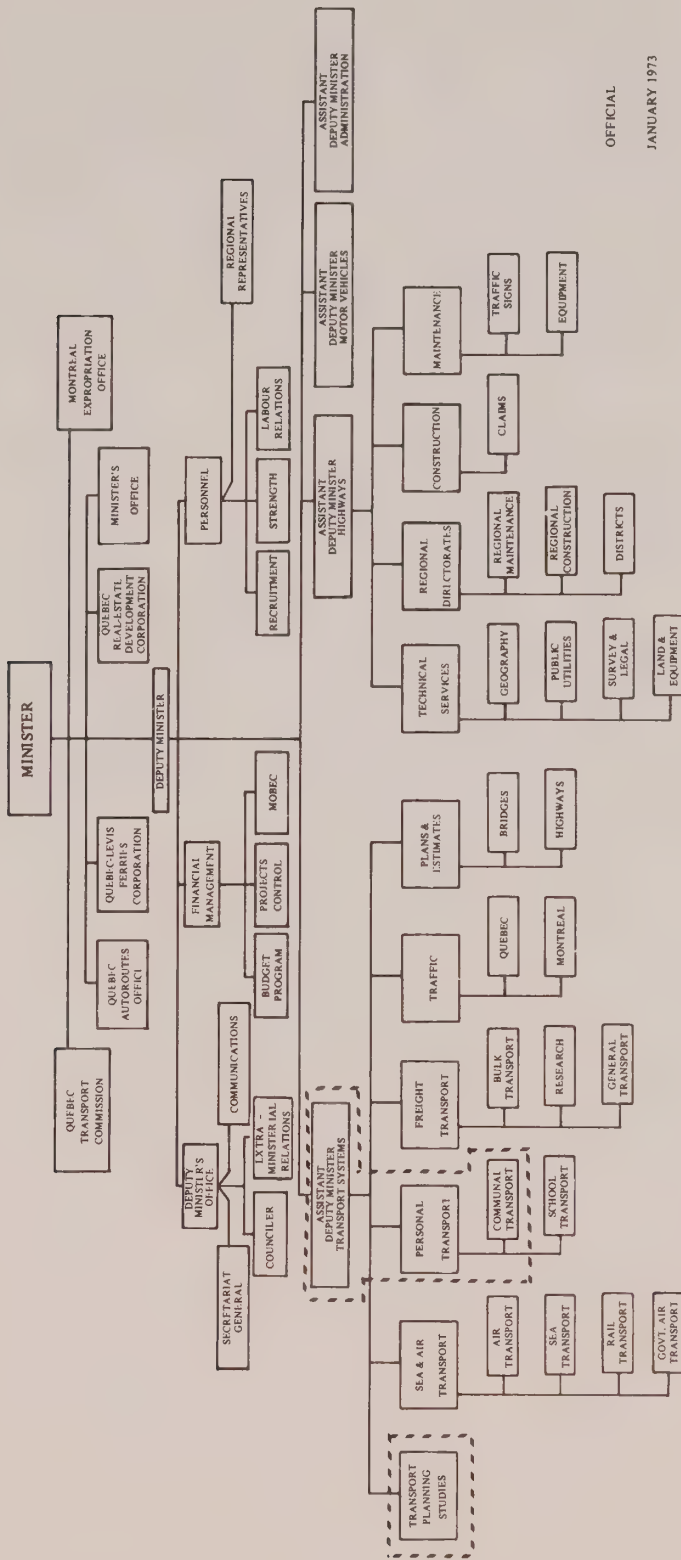
This change is reflected in the structure of the Department which now consists of four general directorates, each the responsibility of an Assistant Deputy Minister (see Figure 19 for the organization chart of the Department):

- the Transportation Systems Directorate;
- the Roads Directorate;
- the Motor Vehicles Directorate;
- the Administration Directorate.

3.3.2 Structures involved in urban transportation planning

(a) The Transportation Systems Directorate

This new Directorate comes under Assistant Deputy Minister Jacques L. Charland. Its objectives are to formulate an overall policy and plan for surface,



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FIGURE 19 QUEBEC DEPARTMENT OF TRANSPORT - ORGANIZATION CHART

water, and air transportation within the framework of the constitutional jurisdiction of the province of Quebec. Its activities are therefore oriented towards the planning and integration of all transportation systems, and it is mainly active in the formulation of policies, laws, regulations, and standards governing services, means of transportation and their users. It includes a Planning Studies Service and the following branches:

- sea and air transportation;
- personal transportation;
- transportation of freight;
- traffic, and plans and estimates.

All these structures are involved in the planning of urban transportation, but note should be made of the important role that could be played by the Planning Studies Service (now being established under the direction of Mr. René Vincent), by the Personal Transport Directorate, which includes a mass transit service and a school transportation service, and by the Traffic Directorate, which includes a service for the Quebec Region and one for the Montreal Region. The latter two directorates are headed by Mr. Loïs Lachapelle and Mr. Robert Grégoire, respectively.

(b) The Roads Directorate

This Directorate is responsible for all programs related to the construction and maintenance of the highway network. It has 12 territorial divisions, called Regional Directorates, and three central Directorates:

- technical services;
- maintenance;
- construction.

3.3.3 Departmental involvement in the Hull Region

The subject of rapid transit constitutes one of the priorities of the Department in the Outaouais Region. Representatives of the Department sit on the various

transportation planning committees (see II-B-4.1). Before the creation of these committees, the Department was represented on the Technical Sub-Committee responsible for the preparation of the regional transport plan for the Ottawa-Carleton Regional Municipality (see II-B-2.1.3).

4 Bodies involved at the federal level

4.1 National Capital Commission

The N.C.C. exerts a significant influence on transportation in the region. It is responsible for constructing and maintaining bridges and the network of scenic driveways. It played an important role in discussions between the two regional transit commissions in questions of integration of the two systems (single fare, loop service, etc.). Planners within the N.C.C. are investigating the possibility of a rapid transit system in the Ottawa-Hull region.

One of the most significant steps in intergovernmental coordination in the National Capital Region was taken in December 1973 with the agreement on an intergovernmental Coordination Structure for Transportation Planning. A series of Committees has been established at three different levels (policy, administration and technical). At each level three committees exist; one for the area covered by the Regional Municipality of Ottawa-Carleton, another for that covered by the C.R.O. and a third covering the entire National Capital Region (see Figure 20).

The members of the Joint Policy Committee are those mentioned in Table 26. The agencies represented on the Joint Administrative Committee are those mentioned in Table 27. The organization and responsibility of the various committees is described in a document prepared by the N.C.C. (an intergovernmental coordination structure for Transportation Planning in the Regional Municipality of Ottawa-Carleton, Outaouais

Regional Community and the National Capital Region as a whole).

4.2 Department of Transport

A brief description is given for those sections of the Department of Transport that have responsibility for transportation questions relevant to the Ottawa area.

4.2.1 Policy Planning and Major Projects

This Branch is responsible for urban transportation policy.

4.2.2 Transportation Development Agency

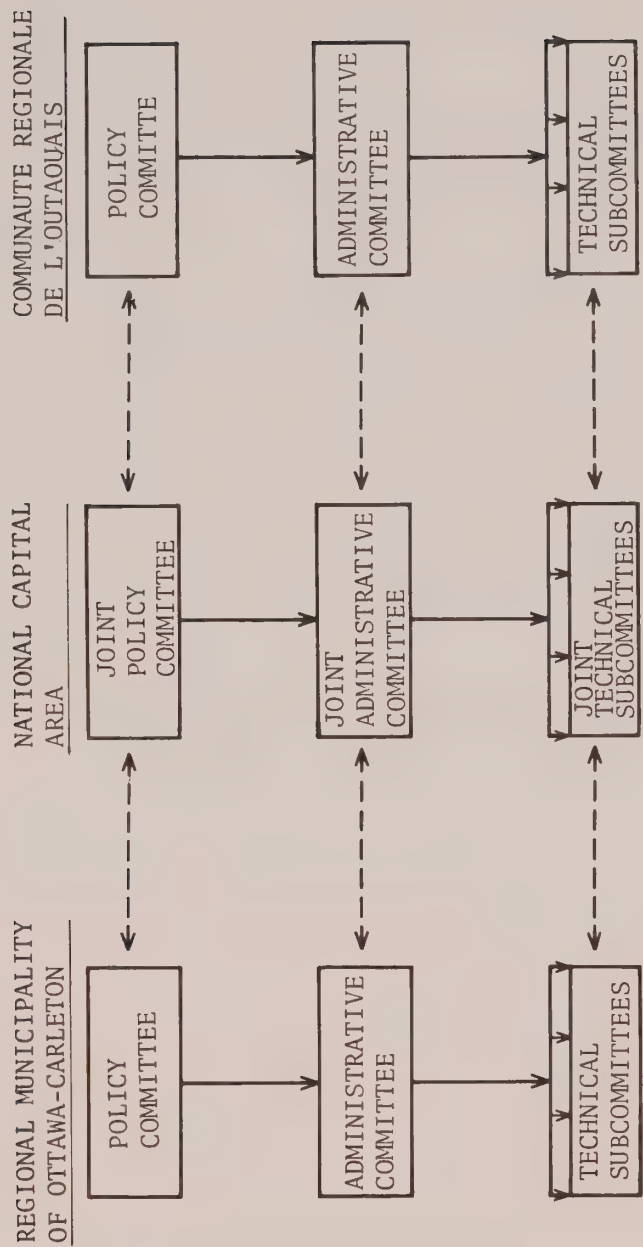
The Transportation Development Agency has provided technical support to the N.C.C. in relation to the development of a rapid transit system for the National Capital region. This has been done, up to the present, on an informal basis.

4.2.3 S.T.O.L.

An experimental S.T.O.L. project is currently in operation in Ottawa. It is expected to be operational in April 1974.

4.2.4 Ottawa Airport

The management of the Ottawa airport is the responsibility of the Department of Transport. An Emergency Measures Committee exists with representation from the Airport Management, the Regional Municipality and local Municipalities. This is the only formal committee although the Airport Management works with the Township of Gloucester on particular questions.



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FIGURE 20 NATIONAL CAPITAL COMMISSION - INTERGOVERNMENTAL COORDINATION
STRUCTURE FOR TRANSPORTATION PLANNING

Table 26 National Capital Commission, Intergovernmental Coordination Structure for Transportation Planning, Joint Policy Committee - Members

Government of Canada

Minister of Transport
Chairman of the National Capital Commission
Minister of State for Urban Affairs

Government of Ontario

Minister of Transportation and Communications
Minister of Treasury, Economics and Intergovernmental Affairs
Chairman of the Regional Municipality of Ottawa-Carleton
Chairman of the Ottawa-Carleton Regional Transportation Commission

Government of Quebec

Minister of Intergovernmental Affairs
Minister of Transport
Chairman of the Outaouais Regional Community Transportation Commission
Chairman of the Outaouais Regional Community

Table 27 National Capital Commission, Intergovernmental Coordination Structure for Transportation Planning, Joint Administrative Committee - Members

Representation

a) Federal level

National Capital Commission

b) Provincial level

Ontario

Ministry of Transportation and Communications

Quebec

Ministry of Transport

c) Regional level

Ontario

Regional Municipality of Ottawa-Carleton

Ottawa-Carleton Regional Transportation
Commission

Quebec

Outaouais Regional Community

Outaouais Regional Community Transportation
Commission

Appendix 1 City of Ottawa - Department of Community Development - Goals

- (1) To improve and develop neighbourhoods through various federal and provincial urban re-development schemes.
 - (2) To develop housing programs in conjunction with senior levels of government for those citizens who cannot afford decent minimum standard housing on the open market.
 - (3) To develop and maintain an official City Plan which not only facilitates the future growth pattern of the Community but provides an orderly growth pattern for the City and the economic well-being of its citizens.
 - (4) To provide parks, playgrounds and other recreational facilities which are easily accessible.
 - (5) To provide opportunities for the enjoyment of leisure time while promoting the cultural and physical development of the citizens of Ottawa.
 - (6) To develop and maintain a series of walkways, nature trails and bicycle paths.
 - (7) To encourage the public to make use of the recreational facilities being provided within the Community.
-

Appendix 2 City of Ottawa - Department of Physical Environment - Goals

To provide engineering, land survey, and architectural services to other Civic Departments and affiliated agencies.

To provide and maintain clean and safe transportation facilities for vehicular and pedestrian traffic within the City of Ottawa.

To reduce and control pollution of the environment.

To provide and maintain safe and pollution free sewerage systems.

To protect citizens and their properties from explosions.

To provide and maintain city equipment and buildings in a satisfactory condition.

To manage city-owned properties, parking facilities and markets.

To negotiate the acquisition and sale of real estate for the City of Ottawa.

To maintain public safety and property values through enforcement of building, plumbing, heating, mechanical, land use, and property standards regulations.

To ensure visual quality of civic development through signs and buildings design control and maintain and improve the physical and social environment through enforcement of minimum property standards.

To maintain protective service to the public through licensing of businesses and other activities.

Appendix 2 (cont'd)

To provide a sanitary environment through the control of solid wastes.

Appendix 3 City of Ottawa - Department of Executive Services - Goals

To ensure a centrally coordinated and integrated administrative and secretarial support service to the Office of the Mayor, Council, Board of Control, members and Committees of Council.

To assist other civic departments in the development of organizational structures, including the determination of staffs necessary for departments to meet their obligations; and in co-operation with the staff of the civic data centre and the microfilming group to advise on modern management techniques for the most effective retrieval and maximizing the variety of uses to which such information can be applied; as required to establish programs for the better interpretation of such information.

To operate statutory services on behalf of Council to meet the needs of the general public.

To establish and maintain effective liaison with the Federal and Provincial levels of government, and also with other public authorities, in respect to programs that are of mutual interest and concern.

To establish and maintain an information and public relations service through which the public can be kept better informed about the City's activities, and provide a forum within which they may express their views regarding the policies and objectives of the Corporation.

Appendix 4 City of Ottawa - Board of Control Powers

According to the Ontario Municipal Act, section 206,

- (1) It is the duty of the board of control,
 - (a) to prepare estimates of the proposed expenditure of the year and certify them to the council for its consideration;
 - (b) to prepare specifications for and award all contracts and for that purpose to call for all tenders for works, material, and supplies, implements, machinery, or other goods or property required and that may lawfully be purchased for the use of the corporation, and to report its action to the council at its next meeting;
 - (c) to inspect and report to the council monthly or more often upon all municipal works being carried on or in progress;
 - (d) to nominate to the council all heads of departments and sub-departments in case of a vacancy and, after a favourable report by the head of the department, any other officer of the corporation required to be appointed by by-law or by resolution of the council, and any other permanent officers, clerks or assistants, and to recommend the salaries of all officers and clerks. R.S.O. 1960, c. 249, s. 206 (1); 1967, c. 55, s. 9 (1).
- (2) The board of control may dismiss or suspend any head of a department and shall forthwith report such dismissal or suspension to the council. 1967, c. 55, s. 9 (2).
- (3) The council shall not appropriate or expend, nor shall any officer thereof expend or direct the expenditure of any sum not provided for by the estimates or by a special or supplementary estimate certified by the board to the council, without a two-thirds vote of the council authorizing such appropriation of ex-

Appendix 4 (cont'd)

penditure, but this prohibition does not extend to the payment of any debenture or other debt or liability of the corporation.

(4) When opening tenders, the board shall require the presence of the head of the department or sub-department with which the subject-matter of them is connected and, when requisite, the presence of the city solicitor.

(5) The head of such department or sub-department may take part in any discussion at the board relating to the tenders.

(6) The council shall not without a two-thirds vote reverse or vary the action of the board in respect of the tenders, when the effect of such vote would be to increase the cost of the work or to award the contract to a tender other than the one to whom the board has awarded it.

(7) No head of a department or sub-department or other permanent officer, clerk or assistant shall be appointed or selected by the council in the absence of the nomination of the board as provided by clause d of subsection 1, without a two-thirds vote.

(8) Where the head of a department has been dismissed by the board, he shall not be reappointed or reinstated by the council without a two-thirds vote.

(9) In the absence of a by-law of the council prescribing the mode of appointing, engaging or employing any officers, clerks, assistants, employees, servants and workmen not included in clause d of subsection 1, the board may direct by whom and in what manner they shall be appointed, engaged or employed.

(10) The board may submit proposed by-laws to the council.

(11) The board, where in its opinion it is desirable,

Appendix 4 (cont'd)

may amalgamate departments or sub-departments.

(12) The board may appoint a secretary or clerk who shall keep minutes of its proceedings, prepare its reports and perform such other duties as may be assigned to him by the board or by the mayor or the council.

(13) The council may by by-law or resolution assign to the board such other duties as the council considers proper.

(14) The board, when so required by resolution of the council, and upon one week's notice thereof, shall furnish to the council copies of the minutes of its proceedings and any other information in its possession that the council may require.

(15) The council may refer back to the board any report, nomination, question or matter for reconsideration.

(16) Where it is sought in council to reverse, set aside or vary the action of the board, or where a two-thirds vote is required, the vote by yeas and nays shall be recorded in the minutes of the council.

(17) The public, secondary and separate school boards, the board of education, the board of commissioners of police and the public library board and every other board, whose estimates are to be provided for, shall submit their annual estimates to the board on or before the 1st day of March in each year. R.S.O. 1960, c. 249, s. 206 (2-16).

(18) Clause d of subsection 1 does not apply to a member of the fire department, except its head, or to a representative of the council upon the board of a harbour trust, or of a corporation on the board of which the council is entitled to elect a representative. 1968-69, c. 74, s. 5.

Appendix 4 (cont'd)

(19) Notwithstanding any other provision in this Act, the duties assigned to the board shall be discharged exclusively by the board, except in the case mentioned in subsection 10. R.S.O. 1960, c. 249, s. 206 (19).

Appendix 5 City of Ottawa - Principles Underlying
Proposals for the Reorganization of
Administrative Structures

In the Report on Reorganization of Administrative Structures of the City of Ottawa, the principles underlying the proposals put forward are spelled out as follows:

- 1 To achieve the highest possible degree of integration and coordination of civic activities.
- 2 To create a small number of senior positions in which managerial skills will be more important than technical knowledge and which will be sufficiently broad in scope to provide the challenge and compensation needed to attract and retain personnel possessing such skills.
- 3 To reduce the amount of administrative detail dealt with by the Board of Control, thereby making more of the time of its members available for planning and coordinating and for the formulation and review of civic policies and the monitoring of progress towards City objectives.
- 4 To achieve an appropriate balance between the sometimes conflicting criteria, such as those mentioned previously, that must be taken into account in determining the most effective plan of organization for any given enterprise.

Appendix 6 City of Hull - Powers of the Municipal Council

Under section 68b of the Charter, the Municipal Council of the City of Hull is authorized:

- (a) to approve budgets and vote the credits necessary for the administration of the City, as submitted by the Executive Committee, with the right to modify them within the period permitted;
- (b) to approve contracts for the City in cases where the Executive Committee cannot do so;
- (c) to adopt regulations designating works to be treated as capital expenditures and to authorize borrowings or impose taxes to pay for them or to order that they be paid directly from general funds not yet allocated;
- (d) to adopt any City regulations for any matter that it has the right to regulate;
- (e) to create, by regulation, the various City services and to establish their fields of activity;
- (f) to make a decision on any report submitted to it by the Executive Committee;
- (g) to call upon the Executive Committee for reports on any matters affecting the administration of the City;
- (h) to approve the job-classification plan, the salary scales relating thereto, and their allocations, on the report of the Executive Committee;
- (i) to delegate to the Executive Committee, by regulation, any powers conferred on it by the Act with the exception of those granted to it by this section.

Under section 68c, upon the report of the Executive Committee, which may not be modified, the Council appoints the Clerk, the Treasurer, and the other heads of services and their deputies.

The Council also, on the report of the Executive Committee, appoints the other officers or permanent employees, the members of the police force and the fire service, and the regular employees for external services.

Temporary employees are appointed by the Executive Committee.

Appendix 7 City of Hull - Powers of the Executive Committee

Section 68d of the Charter, relating to the powers of the Executive Committee, reads as follows:

- 1 The Mayor is the Chairman of the Executive Committee; at the first meeting of the Executive Committee, he nominates one of the members as Acting Chairman who, in the absence of the Mayor or if that office be vacant, shall exercise all the powers of the Chairman.

The quorum of the Executive Committee is two, and the Chairman has a casting vote when equal number of votes are cast.

- 2 The Committee sits in camera unless it considers that, in the interest of the City, its deliberations should be held in public.
- 3 The Clerk of the City, and in his absence the Assistant Clerk, is the Secretary of the Committee.
- 4 Any vacancy in the Committee is filled by the Mayor within eight days of the vacancy occurring. While the vacancy continues, the remaining members may act provided that they form a quorum.
- 5 The resignation of a member of the Committee takes effect on the day that it is submitted to the Clerk of the City.
- 6 The Executive Committee exercises the executive functions of the City government, which are principally as follows:
 - (a) to report to the Council on any matter which is within the jurisdiction of the Council and which the Council has remitted to it, unless otherwise prescribed. If the resolution of the Council was adopted by five members present at the Council, the Committee must make its report to the Council within thirty days

Appendix 7 (cont'd)

from the adoption of the resolution;

- (b) the Committee informs the Council of its decisions and suggestions through reports signed by its Chairman.

7 The Executive Committee prepares and submits to the Council:

- (a) all regulations;
- (b) the annual budget of revenue and expenditure, not later than March 1 each year, including regulations imposing taxes, licences, permits, or other municipal receipts;
- (c) all requests for the allocation of the proceeds of borrowings or for any other credit required;
- (d) all requests for transfers of funds or credits already voted;
- (e) all recommendations for the concession of franchises or licences;
- (f) all reports relating to the exchange of long-term leasing of premises belonging to the City and, in addition, to the leasing of its real or personal property when the duration of the lease exceeds one year;
- (g) any other request, the subject of which is not declared to be within the exclusive jurisdiction of the Executive Committee;
- (h) all job-classification plans and the remuneration related thereto.

8 Any request, any regulation, or any report submitted by the Executive Committee must, unless otherwise prescribed, be approved, rejected, amended, or returned by a majority vote of the members of the Council present at the meeting; however, any request, any regulation, or any report on which the Council has not made a decision in the course of two consecutive meetings is deemed to be

Appendix 7 (cont'd)

approved and accepted by the Council; nevertheless, the Executive Committee may re-submit to the Council, with or without amendment, a report already rejected by the latter.

- 9 Having taken account of the estimated revenue of the City, and having studied the expenditure estimates submitted by the heads of services, together with such of their reports and suggestions as are presented by the Manager, the Executive Committee prepares and adopts the budget for the next financial year; it must also adopt the regulations and resolutions imposing taxes, permits, and licences to meet the expenditures, taking all other City revenues into account.
- 10 If the Council, in turn, has not adopted the budget before March 31 in any year, the related regulations and resolutions submitted by the Executive Committee come into force automatically on May 1, notwithstanding any contrary provision in the Charter.
- 11 Unless otherwise prescribed, the credits voted by the Council, either through the budget or directly from the proceeds of borrowings, or otherwise, remain at the disposal of the Executive Committee, which supervises their use for the purposes for which they were voted, without further approval from the Council.
- 12 Unless otherwise prescribed, the Executive Council fixes the salaries of all City employees, with the exception of those who are exclusively responsible to the Council. Increases in the number of City employees in any service must also be authorized by the Executive Committee, provided that it has the necessary credits at its disposal.
- 13 The Executive Committee may, without authoriza-

Appendix 7 (cont'd)

tion from the Council and without submission, enter into any contract for an amount not in excess of \$1,000; it must submit all contracts for amounts exceeding \$1,000 to the Council for approval.

However, having called for and received tenders, and without the authorization of the Council, it may only enter into contracts for amounts that do not exceed those put at its disposal for that purpose.

- 14 Except in cases of urgency, the Executive Committee must call for tenders in every case where the expenditure to be incurred exceeds \$1,000, unless dispensation has been given by the Council following the recommendation of the Manager and a report from the Executive Committee; except in cases of dispensation, the Executive Committee may not enter into the contract without the authorization of the Council.
- 15 In cases of urgency, the Executive Committee has the right, on the written request of the Manager, to make any expenditure it deems necessary; the Committee must then submit a report, with reasons, to the Council at its next meeting.
- 16 All contracts must be signed on behalf of the City by the Chairman of the Executive Committee and by the Clerk. However, the Chairman of the Executive Committee may authorize, in general or specifically in writing, another member of the Executive Committee to sign contracts for him.
- 17 The Executive Committee may, without the consent of the Council, have municipal work done where the cost does not exceed \$10,000; however, the Council may authorize the Committee to undertake specified municipal work of any kind when the cost exceeds \$10,000.

Appendix 7 (cont'd)

- 18 The Executive Committee must see to it that the Act, and the City regulations, resolutions, and contracts are faithfully respected.
- 19 The Executive Committee supervises the preparation of plans and estimates and the calling of tenders.
- 20 The Executive Committee authorizes the payment of all sums due from the City, respecting the formalities, restrictions, and conditions prescribed in the Charter.
- 21 Any communication between the Council and the services must be made through the intermediary of the Executive Committee; in its relations with the Committee, the Council must always act by resolution. The members of the Council must address themselves only to the Manager for any information about the services.
- 22 All communication between the Executive Committee and the services is done through the intermediary of the Manager; however, the Executive Committee has the right, at any time, to summon any head of a service to obtain any information it requires.
- 23 The Executive Committee has the right to suspend the issue of any permit that does not conform with a draft amendment to the regulations or with a zoning or construction regulation; this suspension must in no case last for a period exceeding 120 days, from the time of the resolution of the Executive Committee to suspend the issue of the permit to the date of the decision of the Council on such new regulation.
- 24 All heads of services and their deputies, except the Manager and his Deputy, are assessed by the Council on the report of the Executive Committee.

Appendix 7 (cont'd)

These reports may not be amended; they may be rejected only by a majority of all the members of the Council. On the report of the Executive Committee, the Council may, by the vote of five of its members, suspend these officers, decrease their remuneration or dismiss them. These officers may, within eight days of the reconsideration of the decision, launch an appeal against such a decision to the Quebec Municipal Commission, which has the final decision after an inquiry.

- 25 The heads of services, unless otherwise prescribed by the Charter, are responsible for the administration of their respective services first to the Manager and then to the Executive Committee. On the request of the Executive Committee, they must submit written reports, as well as their opinion in writing, on any matter affecting their services.

Appendix 8 City of Hull - Duties and Powers of the Manager

The duties and powers of the Manager are as follows:

- (a) to administer the affairs of the City under the authority of the Executive Committee;
- (b) to exercise authority, as the agent of the Executive Committee, over the heads of services, other than the Clerk and the Auditor;
- (c) to ensure liaison between the Executive Committee and the heads of services, and to supervise the work of the services;
- (d) to transmit to the Executive Committee correspondence addressed to him by the heads of the City services, accompanied by his recommendations;
- (e) to attend meetings of the Executive Committee and take part in its deliberations, but with no right to vote;
- (f) to contribute his own conclusions, if he sees fit, to documents on any matter submitted to the Executive Committee or to the Council;
- (g) to attend meetings of the Council, and give the Council any information or advice requested of him;
- (h) to report to the Council on any matter that he believes should be brought to the attention of the Council;
- (i) to have access to all City records;
- (j) to require any officer or employee of the City to provide him with any information and any documents that he may ask for;
- (k) to give the Councillors any information they may ask him for;
- (l) to ensure the implementation of the City's plans

and programs under the authority of the Executive Committee;

- (m) to have plans and programs prepared with a view to the repair and maintenance of the City's buildings and installations, under the authority of the Executive Committee;
- (n) to have plans and programs prepared with a view to the improvement of operations and the provision of City services, and to ensure their normal development;
- (o) to obtain, study, and present to the Executive Committee, and also, if he sees fit, to the Council, the projects prepared by the heads of services on matters requiring the approval of the Executive Committee or of the Council, and to recommend to the Executive Committee or to the Council, with regard to their respective jurisdictions, any decision that he deems to be in the interest of the City;
- (p) to coordinate the budgetary estimates of the different services to the Executive Committee and, if he sees fit, to make any recommendation he may consider necessary to the Executive Committee, or even to the Council.
- (q) to ensure the efficiency of all the City services;
- (r) to supervise expenditures in collaboration with the Treasurer, and to satisfy himself that the City's money is used in conformity with the allocations contained in the budget, the regulations, and the resolutions;
- (s) to present without delay the list of accounts payable to the Executive Committee;
- (t) to be an ex officio member of the City Personnel Office;
- (u) to open tenders received for work in the presence

of the members of the Executive Committee and the tenderers, and to recommend the acceptance of the tender he considers best.

Appendix 9 National Capital Commission - Non-Capital Expenditures to March 31, 1973
(with comparative figures for the years ended March 31, 1972)

Assistance to municipalities, etc.	To 1972	1972-1973	To 1973
Assets transferred to railway companies	\$ 41,846,534	\$ 73,383	\$ 41,919,917
Contribution re road network - Quebec	-	4,467,114	4,467,114
Contribution re Queensway right-of-way	3,248,547	-	3,248,547
Contribution re construction of River-side Drive	1,306,299	-	1,306,299
Contribution re construction of Bytown bridges and improvements to Sussex Dr.	966,315	-	966,315
Improvements to Ottawa (\$307,511) and Hull (\$490,092) approaches to Chaudière Bridge	797,603	-	797,603
Contribution re construction of new Bronson Avenue - Canal Bridge	639,313	-	639,313
Landscaping and demolition of buildings for the Queensway	577,377	4,469	581,846
Contribution towards cost of construction of overpasses at the intersection of the Western Parkway and Carling Avenue and Richmond Road	500,203	-	500,203
Share of cost of Lees Avenue extension	311,602	-	311,602
Demolition of buildings for approaches to Macdonald-Cartier Bridge	264,822	-	264,822
Alexandra Bridge approach study	76,024	6,402	82,426
Contribution toward Redpath Street structure - Ottawa	94,756	-	94,756

Appendix 9 (cont'd)

	To 1972	1972-1973	To 1973
Contributions re construction of Dunbar Bridge	\$ 190,815	\$ -	\$ 190,815
Reconstruction of sidewalk, wall and fence on Princess Avenue	100,679	-	100,679
Rehabilitation of Champlain Bridge	1,542,688	8,884	1,551,572
Confederation Square area, Ottawa	896,720	98,674	995,394
Laurier Bridge rehabilitation - Ottawa	59,854	-	59,854
Share of cost of underground wiring downtown Ottawa	656,208	8,817	665,025
National Arts Centre landscaping	270,536	-	270,536
Rideau Falls Dam - Ottawa	364,403	31,622	396,025
Contribution to City of Ottawa for construction of sewers to sewage disposal site at Green Creek to alleviate the pollution of the Ottawa River	5,000,000	-	5,000,000
Contribution to the City of Ottawa for the construction of sewers and water-mains in advance of need	2,685,971	-	2,685,971
Contribution to Hull for filtration plant	1,536,789	86,180	1,622,969
Contribution toward sewer and water works - Quebec	1,057,876	1,236,624	2,294,500
Contribution toward sewers and water works - Ontario	-	2,689,308	2,689,308

Appendix 9 (cont'd)

	To 1972	1972-1973	To 1973
Contribution to Village of Deschênes for loss of sewers and watermains etc.	\$ 250,000	\$ -	\$ 250,000
Contribution to Nepean for construction of a new sewage disposal plant	160,000	-	160,000
Contribution to Gloucester for construction of sewers and watermains etc.	123,406	-	123,406
Contribution toward cost of water supply-Touraine	-	70,809	70,809
Contribution toward cost of hydraulic study - Outaouais Regional Community	15,000	-	15,000
Refurbishing and planting - Wellington Street - Ottawa	157,256	2,108	159,364
Research and proposal for redevelopment downtown Ottawa	445,302	-	445,302
Miscellaneous assistance	334,273	145,311	479,584
LeBreton Flats studies, etc.	230,415	-	230,415
Miscellaneous research and studies	348,144	94,032	442,176
Aerial mapping of region	347,450	125,706	473,156
Integrated survey control	126,417	61,151	187,568
Contribution toward cost of consolidated survey	238,763	144,689	383,452
Dutch elm disease control	679,279	126,033	805,312
Contribution to historical societies	177,716	76,966	254,682
Assistance to regional transit	36,476	23,095	59,571
Bilingualism	9,604	51,179	60,783

	To 1972	1972-1973	To 1973
Miscellaneous rehabilitation and maintenance projects	\$ 1,141,043	\$ -	\$ 1,141,043
Contributions, assistance, etc. (Statement II)	69,812,478	9,632,556	79,445,034
Interest on loans to acquire property (Statement I)	35,214,958	3,178,662	38,393,620
	\$105,027,436	\$ 12,811,218	\$117,836,654

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